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# Programme performance report of the United Nations for the biennium 2016–2017

## Report of the Secretary-General

*Summary*

The present report on the programme performance of the United Nations Secretariat for the biennium 2016–2017 is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2016/6).

The report includes information on the results achieved by the Organization during the biennium 2016–2017 in terms of the expected accomplishments contained in the approved biennial programme plans and on the implementation of outputs listed in the approved programme budgets of relevant departments and offices. The key results achieved by the Organization under its 10 programme elements give Member States a high-level overview of the Secretariat's performance (see sect. II). The analysis of the implementation of 33,954 mandated and additional outputs (see sect. III) includes information on the rates of output implementation achieved during the biennium compared with the previous biennium. The report also includes a detailed report of the results achieved under individual sections of the programme budget, for a total of 862 expected accomplishments under 36 sections of the programme budget, along with a summary of the main challenges encountered in the implementation of each programme and lessons learned (see sect. IV). The information on programme performance contained in the report is both results-based and output-oriented and provides a comprehensive overview of the major achievements and activities of the Secretariat during the biennium 2016–2017.

In addition, pursuant to General Assembly resolutions 70/255 and 71/283, the report includes, in its annex, comprehensive information on the status of the implementation of relevant resolutions of the Assembly on administrative and budgetary matters.

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## Contents

Page

I. Introduction .......... 4

II. Overview of key results achieved by the United Nations .......... 5

  A. Overall policymaking, direction and coordination .......... 5

  B. Political affairs .......... 6

  C. International justice and law .......... 9

  D. International cooperation for development .......... 10

  E. Regional cooperation for development .......... 14

  F. Human rights and humanitarian affairs .......... 17

  G. Public information .......... 20

  H. Common support services .......... 20

  I. Internal oversight .......... 24

  J. Safety and security .......... 24

III. Delivery of outputs and resource utilization .......... 25

  A. Implementation rates .......... 26

  B. Additional outputs .......... 29

  C. Postponed outputs .......... 31

  D. Terminated outputs .......... 32

  E. Outputs carried over .......... 35

  F. Technical cooperation delivery .......... 35

  G. Resource utilization .......... 37

  H. Gender mainstreaming .......... 40

  I. Final statement on the delivery of outputs and resource utilization .......... 43

IV. Programme performance by section of the programme budget .......... 44

  2. General Assembly and Economic and Social Council affairs and conference management .......... 44

  3. Political affairs .......... 54

  4. Disarmament .......... 65

  5. Peacekeeping operations .......... 72

  6. Peaceful uses of outer space .......... 81

  8. Legal affairs .......... 84

  9. Economic and social affairs .......... 90

  10. Least developed countries, landlocked developing countries and small island developing States .......... 104

  11. United Nations support for the New Partnership for Africa's Development .......... 110

  12. Trade and development .......... 114

13. International Trade Centre ........ 125
14. Environment ........ 127
15. Human settlements ........ 139
16. International drug control, crime and terrorism prevention and criminal justice ........ 148
17. UN-Women ........ 159
18. Economic and social development in Africa ........ 164
19. Economic and social development in Asia and the Pacific ........ 179
20. Economic development in Europe ........ 194
21. Economic and social development in Latin America and the Caribbean ........ 205
22. Economic and social development in Western Asia ........ 218
23. Regular programme of technical cooperation ........ 228
24. Human rights ........ 260
25. International protection, durable solutions and assistance to refugees ........ 273
26. Palestine refugees ........ 276
27. Humanitarian assistance ........ 282
28. Public information ........ 287
29A Office of the Under-Secretary-General for Management ........ 291
29B Office of Programme Planning, Budget and Accounts ........ 296
29C Office of Human Resources Management ........ 300
29D Office of Central Support Services ........ 305
29E Office of Information and Communications Technology ........ 309
29F Administration, Geneva ........ 319
29G Administration, Vienna ........ 325
29H Administration, Nairobi ........ 329
30. Internal oversight ........ 333
34. Safety and security ........ 337
Annex ........ 343

# I. Introduction

1. The present report on the programme performance of the United Nations Secretariat for the biennium 2016–2017 constitutes an important accountability and management tool in the Organization's results-based-budgeting process, which follows a recurrent cycle of planning, budgeting, programme implementation, monitoring and reporting. The report is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2016/6), which established the content and periodicity of the report.

2. The General Assembly, in its resolution 61/245, endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions that the preparation of the programme performance report should be the responsibility of the programme managers and that the programme monitoring functions and the task of preparing the report on the basis of inputs provided by programme managers should be transferred to the Department of Management. In accordance with the mandate given by the Assembly, the Office of the Under-Secretary-General for Management coordinated the preparation of the present report.

3. The report comprises four sections: the introduction is contained in section I; an overview of the major results accomplished by the Secretariat under the 10 programme elements of the programme budget for the biennium 2016–2017 is contained in section II; a summary of output implementation and resource utilization is set out in section III; and programme performance under each section of the programme budget for the biennium 2016–2017 and a summary of programme-level highlights and performance constraints, including a detailed review of performance pertaining to individual subprogrammes, taking into account the biennial targets set for the corresponding indicators of achievements, is presented in section IV. The information on programme performance contained in the present report, which is both results-based and output-oriented, provides a comprehensive overview of the major achievements and work undertaken by the Secretariat during the biennium 2016–2017. Moreover, since the General Assembly, in its resolutions 70/255 and 71/283, requested the Secretary-General to monitor the status of the implementation of its relevant resolutions on administrative and budgetary matters and to include comprehensive information on the implementation of such resolutions in the biennial programme performance report, information on the implementation of such resolutions that emanated from the deliberations of the Assembly during the period from 1 January 2016 to 31 December 2017 (and which therefore coincide with the reporting period under consideration) are included in the annex to the present report.

4. The report contains information on the achievement of 33,954 mandated and additional outputs and provides an overall account of the results achieved by the United Nations as reported by its relevant departments and offices. Performance in respect of 862 expected accomplishments, taking into account 1,437 indicators of achievement under 36 sections of the programme budget, is also reported. The rate of implementation of mandated outputs in the Organization was 93 per cent during the biennium 2016–2017 compared with 94 per cent during the biennium 2014–2015. The rate of implementation for mandated and additional outputs taken together remained 94 per cent for both the bienniums 2014–2015 and 2016–2017.

5. Pursuant to General Assembly resolution 69/17, the report includes, under each section of the programme budget, the following information:

(a) A comparison with the previous biennium of the rate of implementation of mandated outputs;

(b) A comparison with the previous biennium of additional outputs implemented at the initiative of the Secretariat;

(c) Information on the main factors affecting the implementation of mandated outputs, when the rate of implementation for the biennium was below 90 per cent (this information is also included in section III below).

6. Furthermore, pursuant to General Assembly resolution 67/236, the report also includes explanations for the termination or postponement of outputs and activities owing to vacancies of posts funded under the regular budget in section III below. In the same resolution, the Assembly endorsed the recommendation of the Committee for Programme and Coordination that comprehensive information on the impact of the reduction in the number of printed documents on the intergovernmental decision-making process in United Nations conferences and meetings be included in future programme performance reports.

7. Accordingly, the Department for General Assembly and Conference Management provided updated information for the biennium 2016–2017 in this regard. The Department has been providing complementary print-on-demand meeting services under the PaperSmart initiative at all duty stations since 2013. Because of the increased availability of documents through digital channels, including the Official Document System (ODS), the Integrated Sustainable PaperSmart Services portal, United Nations websites and e-subscriptions, the number of requests from delegations for printed documents has decreased. The e-subscription service has registered significant demand, with a growth in the number of registered users from 4,000 in 2011 to more than 70,000 by the end of 2017. The expanded provision of official United Nations documents, both in hard copy and online, has facilitated greater access for delegates to such documentation during intergovernmental decision-making processes. In 2015, to accommodate the ad hoc printing needs of delegates, the Documents Assistance Centre was re-established in New York. In the biennium 2016–2017, the Centre printed an average of 129 documents, or 957 pages, per month. The number of pages printed at the four duty stations (New York, Geneva, Nairobi and Vienna) has declined significantly, from a total of 726 million pages in 2008 to 188 million pages in 2017, reflecting a cumulative decrease of 74 per cent over the nine-year period.

8. The Office of the Under-Secretary-General for Management continued to support the monitoring of programme implementation in the Secretariat through the regular issuance of guidance material, the provision of training and reinforcement of the significance of continuous monitoring and reporting in this regard throughout the biennium.

# II. Overview of key results achieved by the United Nations

## A. Overall policymaking, direction and coordination

9. The Department for General Assembly and Conference Management provided procedural and technical secretariat support for the intergovernmental deliberations of the United Nations, including at the seventy-first and seventy-second sessions of the General Assembly, the 2016 and 2017 sessions of the Economic and Social Council and the meetings of their various subsidiary bodies and functional commissions, and for conferences and ad hoc and extraordinary meetings held under the auspices of the United Nations. The Department continued to facilitate the effective working of the Organization's intergovernmental bodies in New York, Geneva, Vienna and Nairobi and to ensure multilingualism through high-quality interpretation and translation of documentation into all six official languages. In May

2016, under the integrated global management initiative, the Department coordinated the holding of the first World Humanitarian Summit and the Comprehensive High-level Midterm Review of the Implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020, held, respectively, in Istanbul and in Antalya, Turkey.

10. During the biennium 2016–2017, the Department serviced over 68,000 meetings worldwide, of which over 14,500 were provided with interpretation, including 1,291 meetings of the Security Council and its subsidiary bodies. Compared to the biennium 2014–2015, the total number of meetings held at all duty stations increased by 4 per cent (the number of meetings increased by 5 per cent in New York and Geneva and by 11 per cent in Vienna, and decreased by 6 per cent in Nairobi). The overall documentation workload differed among duty stations, a fact which could be attributed to the non-recurrence of major conferences and overall budgetary constraints. Globally, the documents submission compliance rate, that is, the percentage of documents submitted on or before the slot dates, was 90 per cent. The annual electronic survey conducted at each duty station showed that an estimated 91 per cent of meeting participants were satisfied by the range of services provided by the Department.

11. The Department improved the loading mechanism for documents on ODS and eliminated manual processing, resulting in a more sustainable and robust delivery of official documentation. As part of its continuous efforts to promote multilingualism and to better service intergovernmental meetings, the Department digitized and streamlined meetings-related information and created a multilingual website for the *Journal of the United Nations*, a flagship publication, which is now available in six official languages throughout the year. The expanded global electronic language systems (gText) project for computer-assisted translation was further developed and implemented, which helped in maintaining high-quality standards of in-house and external translation.

## B. Political affairs

12. Activities under four programmes, (a) political affairs, (b) peacekeeping operations, (c) disarmament and (d) the peaceful uses of outer space, made an effective contribution to two of the priorities for the biennium: maintenance of international peace and security; and disarmament.

13. The Department of Political Affairs supported the Secretary-General's call for a surge in diplomacy for peace and continued to provide support to Member States by helping them to develop their own conflict prevention and mediation capacities. Across its various areas of engagement, the Department continued to work closely with regional and subregional organizations, strengthening its partnerships with various partners. The signing of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security on 19 April 2017 is an example of such work, and of the commitment of the Department, and the Organization, to closer cooperation with the African Union. The Framework has led to more coordinated and joint actions in the area of conflict prevention, mediation and peacebuilding in Africa. The Department continued to respond to requests of Member States and regional organizations in support of peace processes, 85 per cent of which resulted in preventing, mitigating or resolving conflict situations. In 2017, 150 peacebuilding projects were implemented, an increase over previous years, reflecting the growing importance of the "sustaining peace" agenda for the Department. As part of its role as the General Assembly-mandated United Nations focal point for electoral assistance, the Department provided and coordinated United Nations electoral assistance to roughly 70 Member States, either at their request or on the basis of

Security Council mandates. These included a number of cases where risks of elections-related violence had to be mitigated. The Department also took steps to enhance the United Nations electoral partnership with regional organizations across the globe.

14. The Department continued its work to implement the women and peace and security agenda, in particular the 15 commitments arising from relevant Security Council resolutions, including in terms of integrating women into United Nations mediation support teams and ensuring that women are appointed to leadership positions in special political missions. As part of its mandate to support intergovernmental bodies, the Department continued to provide secretariat services to the Security Council, including for 552 formal meetings of the Security Council, 430 informal consultations and 243 meetings of its subsidiary bodies, as well as for the adoption of 138 resolutions and 46 presidential statements. The Department also continued to support the work of the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Committee on the Exercise of the Inalienable Rights of the Palestinian People as well as the task of the Office of the Special Coordinator for the Middle East Peace Process in advancing the two-state solution. In this regard, during the reporting period, the Special Coordinator attended approximately 1,700 external and 914 internal meetings.

15. The Peacebuilding Support Office efficiently supported the work of the Peacebuilding Commission during the biennium 2016–2017, which coincided with the adoption, by the General Assembly and the Security Council, of resolutions on the review of the peacebuilding architecture (Assembly resolution 70/262 and Council 2282 (2016)). The Peacebuilding Fund allocated over $227 million to 31 countries, the highest allocation in a biennium since its establishment. The Office of the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory completed the intake of claims in eight out of nine governorates affected by the construction, and continued to carry out an extensive public outreach campaign in one remaining governorate. The Office completed work in Bethlehem and is currently focused on completing work in communities in and around East Jerusalem, as well as on the collection of public claims. In total, 65,785 claims have been collected since the establishment of the Office, of which 29,837 have been processed and presented to the Board of the Register for review and decision. Despite decreasing resources, the Office managed to increase the processing of collected claim forms by almost 10 per cent compared to the previous biennium.

16. The Office for Disarmament Affairs continued to facilitate the process of multilateral deliberations and negotiations by providing substantive and organizational support to the First Committee, the Disarmament Commission, the Conference on Disarmament, review conferences and other meetings of parties to multilateral disarmament agreements, as well as to expert groups mandated by the General Assembly. The successful negotiations on the Treaty on the Prohibition of Nuclear Weapons and its adoption on 7 July 2017, as well as its opening for signature on 20 September 2017, was an important event during the biennium. After prolonged impasse, the successful conclusion, in 2017, on the agenda item of the Disarmament Commission related to conventional arms marked another significant achievement. The Office continued its work to strengthen the operationalization of the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons to ensure its readiness in the event that an investigation is triggered. The sixth Biennial Meeting of States to Consider the Implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, held in June 2016, was concluded successfully with the adoption of a substantive outcome document. In addition, the Group of Governmental

Experts on the continuing operation of the United Nations Register of Conventional Arms and its further development successfully concluded its three sessions in 2016. In celebration of the thirtieth anniversary of the establishment of the Office's three Regional Centres for Peace and Disarmament (in Africa, in Asia and the Pacific and in Latin American and the Caribbean), the Centres undertook 65 activities, including field programmes providing capacity-building and technical assistance, upon request, to Member States and regional/subregional organizations, as well as activities to promote the implementation of other global and regional instruments on disarmament and non-proliferation through advocacy and capacity-building. In June 2017, the Open-ended Working Group on the fourth special session of the General Assembly devoted to disarmament successfully concluded its work, producing a substantive outcome document, by consensus. The Review Conference of the Parties to the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction (Biological Weapons Convention) and the Review Conference of the States Parties to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects (Convention on Certain Conventional Weapons) also successfully concluded their sessions in 2016, as did the Meeting of the States Parties to the Biological Weapons Convention in 2017. The Group of Governmental Experts on Developments in the Field of Information and Telecommunications in the Context of International Security carried out an in-depth consideration of issues pertaining to its mandate.

17. The Department of Peacekeeping Operations continued to direct, manage, support and provide political, strategic and operational guidance to 16 field operations[1] (later in the biennium, to 15 operations with the closure of the United Nations Operation in Côte d'Ivoire (UNOCI)). The Department spearheaded the successful drawdown or closure of several missions: UNOCI completed its mandate on 30 June 2017; the United Nations Mission in Liberia (UNMIL) prepared to do the same on 31 March 2018; and the United Nations Stabilization Mission in Haiti (MINUSTAH) was replaced by the United Nations Mission for Justice Support in Haiti (MINUJUSTH) on 15 October 2017. Furthermore, the African Union-United Nations Hybrid Operation in Darfur (UNAMID) was reconfigured. Against a backdrop of mounting security challenges, the Department supported the efforts of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) to implement the peace process and to extend decentralized governance in Mali, as well as to support the work of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) in providing assistance to the political process and the organization of elections in that country. Amidst ongoing conflicts, the Department supported the efforts of the United

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[1] The United Nations Truce Supervision Organization (UNTSO), the United Nations Military Observer Group in India and Pakistan (UNMOGIP), the United Nations Peacekeeping Force in Cyprus (UNFICYP), the United Nations Disengagement Observer Force (UNDOF), the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Mission for the Referendum in Western Sahara (MINURSO), the United Nations Interim Administration Mission in Kosovo (UNMIK), the United Nations Mission in Liberia (UNMIL), the United Nations Operation in Côte d'Ivoire (UNOCI), which completed its mandate on 30 June 2017, the United Nations Stabilization Mission in Haiti (MINUSTAH), which was replaced by the United Nations Mission for Justice Support in Haiti (MINUJUSTH) on 15 October 2017, the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the United Nations Interim Security Force for Abyei (UNISFA), the United Nations Mission in South Sudan (UNMISS), the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA).

Nations Mission in South Sudan (UNMISS) to protect civilians in South Sudan and of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) to reduce the threat posed by armed groups. In the Middle East, the Department provided guidance to the United Nations Disengagement Observer Force (UNDOF), United Nations Interim Force in Lebanon (UNIFIL) and the United Nations Truce Supervision Organization (UNTSO) as they sought to contain the regional impact of the crisis in the Syrian Arab Republic. The Department continued to strengthen triangular cooperation with the Security Council and troop- and police-contributing countries, as well as partnerships with regional organizations. The Department improved its capability planning, its strategic force generation and its standby and rapid response system for military and police units and enhanced its programmatic partnerships to build national rule of law capacity and to support early peacebuilding.

18. The Department of Field Support provided support solutions to plan, mobilize and sustain the complex work of field operations with core services ranging from budget, finance, personnel, technology and logistics support. The Department remained committed to the implementation of priority initiatives in the areas of supply chain management, strengthening environmental management and enhancing measures to combat misconduct, including sexual exploitation and abuse.

19. The United Nations Office for Outer Space Affairs continued to promote international cooperation in outer space for economic, social and scientific development. By implementing innovative partnerships with public and private providers of space-based data and solutions, the Office created new opportunities for Member States, including developing countries, to access and use space-based technology to tackle their critical global commitments towards sustainable development, disaster risk reduction and adaptation to climate change. The Office proactively engaged with Member States on the registration of space objects, resulting in the receipt of five notifications regarding the establishment of national registries and information from 44 States on more than 571 functional objects, in accordance with the Convention on Registration of Objects Launched into Outer Space and General Assembly resolutions 1721 B (XVI) and 62/101. The Office also serviced the sessions of the Committee on the Peaceful Uses of Outer Space and its subcommittees, and supported the preparations for the fiftieth anniversary of the United Nations Conference on the Exploration and Peaceful Uses of Outer Space, to be held in Vienna in June 2018, to build, together with all stakeholders, a blueprint for the contribution of space activities to the achievement of the Sustainable Development Goals. During the reporting period, the Office's focus on capacity-building in the use of space science and technology and their applications resulted in the delivery of 59 activities and the provision of support to more than 580 participants from 84 developing countries.

## C. International justice and law

20. The Office of Legal Affairs continued to support the promotion of justice and international law, which was one of the priorities for the biennium. It provided legal advice on matters concerning international peace and security, humanitarian law, transitional justice and the rules of procedure of the principal and subsidiary organs of the United Nations and of several major conferences held under its auspices, including the United Nations Conference on Housing and Sustainable Urban Development (Habitat III).The Office provided extensive legal advice and assistance on various matters to other departments and offices of the Secretariat, the funds and programmes of the United Nations system and the Organization's peacekeeping and special political missions, including support for system-wide efforts to prevent and

respond to acts of sexual exploitation and abuse. The Office also drafted and assisted in the negotiation of international agreements, including a relationship agreement and an amendment to the agreement between the United Nations and the League of Arab States, as well as agreements on the status of the Organization's missions in Colombia and Haiti.

21. The Office defended the privileges and immunities of the United Nations, its assets and staff worldwide. There were no instances in which, unless waived, the Organization's privileges and immunities were not maintained. Claims against the Organization in the amount of $183.4 million were resolved for $11.3 million, a reduction of $172.1 million from what was originally claimed. In both years of the biennium, the Office conducted the International Law Fellowship Programme, the most comprehensive high quality international law training offered by the United Nations, as well as courses in international law in the African, Latin American and Caribbean and Asia-Pacific regions. With regard to the law of the sea, the Office provided substantive services for four sessions of the Preparatory Committee established by General Assembly resolution 69/292 and for the regular process for global reporting and assessment of the state of the marine environment, including socioeconomic aspects. It also supported 180 cooperative activities between and among States and other stakeholders on this topic.

22. The Office increased its activities in the field of international trade law, with 29 treaty actions and national enactments of texts of the United Nations Commission on International Trade Law (UNCITRAL) undertaken during the biennium, including 183 judicial and arbitral decisions based on those texts. Progress was also made towards the effective modernization of trade law with the adoption of both the UNCITRAL Model Law on Secured Transactions and Model Law on Electronic Transferable Records.

## D. International cooperation for development

23. Three priorities of the Organization for the biennium 2016–2017, (a) promoting a sustained economic growth and sustainable development in accordance with relevant resolutions of the General Assembly and recent United Nations conferences, (b) the development of Africa, and (c) drug control, crime prevention and combating international terrorism in all its forms and manifestations, are the shared responsibility of the following departments and offices of the Secretariat: the Department of Economic and Social Affairs; the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; the Office of the Special Adviser on Africa; the United Nations Conference on Trade and Development (UNCTAD); the International Trade Centre (ITC); the United Nations Environment Programme (UNEP); the United Nations Human Settlements Programme (UN-Habitat); the United Nations Office on Drugs and Crime (UNODC); and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

24. The Department of Economic and Social Affairs continued to support the 2030 Agenda for Sustainable Development through the annual high-level political forum on sustainable development and its thematic and national review processes. Its substantive support to other intergovernmental processes included the annual Economic and Social Council forum on financing for development follow-up, the Global Conference on Sustainable Transport, the United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development (known as the Ocean Conference) and the United Nations Public Service Forum. The Department also served as the substantive secretariat for the discussions of Member

States on the longer-term positioning of the United Nations development system, and facilitated the development and subsequent adoption of the global Sustainable Development Goals indicator framework. In addition, the Department supported the negotiations that resulted in the adoption of the United Nations strategic plan for forests 2017–2030, and the adoption of the New York Declaration for Refugees and Migrants. The Department's analytical and substantive reports continued to inform intergovernmental processes, and its capacity development programmes supported the efforts of Member States to strengthen their national statistical and geospatial information capacity, as well as to strengthen the professionalism, accountability and excellence of the public sector in the field of sustainable development.

25. The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States continued to support the implementation of the programmes of action for the least developed countries, landlocked developing countries and small island developing States. In the wake of the adoption of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda, the Office also worked to build linkages between the three programmes of action and the newly adopted global framework for the monitoring of the implementation of the Sustainable Development Goals. As a result of the activities and contributions of the Office, the concerns and priorities of the least developed countries, landlocked developing countries and small island developing States have found growing resonance in global development discourse, which has led to a stronger global support for these groups of countries in areas such as investment, trade and technology.

26. The Office of the Special Adviser on Africa contributed to the work of the Organization to increase international support for Africa's development through advocacy, monitoring and strengthened partnerships. The Office further promoted African priorities, inter alia, at the high-level political forum on sustainable development, the integration segment of the Economic and Social Council and its Youth Forum, the special meetings of the President of the Council and the sessions of the Commission on the Status of Women. The Office also co-organized a series of high-level events on a wide range of issues covering the nexus between peace, security and development (including the empowerment of youth and women, sustainable urbanization and tourism, environment, migration, industrialization, conflict prevention, financing agriculture and infrastructure development, peacebuilding and countering violent extremism). The Office continued to raise awareness about and to promote the joint and integrated implementation of both the 2030 Agenda for Sustainable Development and Agenda 2063: The Africa We Want, adopted by the African Union in 2015, as well as to advance United Nations support for the New Partnership for Africa's Development (NEPAD), notably during Africa Week 2016 and 2017, held on the margins of the General Assembly debate on the development of Africa. The Office monitored commitments made towards Africa's development through the United Nations monitoring mechanism. The Office continued to ensure a coherent and integrated approach for the provision of support by the entities of the United Nations system for African development by strengthening partnerships and coordination within the interdepartmental task force on African affairs. The Office strengthened partnerships with regional and subregional organizations in Africa and contributed to the formulation of the joint African Union-United Nations Framework for Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development signed in January 2018. The Office also contributed to the international partnership for peace, security and development in Africa through the organization of the sixth Tokyo International Conference on African Development, held in Nairobi in 2016.

27. UNCTAD continued to contribute to the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development. During the reporting period, UNCTAD launched the eTrade for all initiative, which serves as a multi-stakeholder vehicle for supporting the implementation of the 2030 Agenda, with particular focus on supporting developing countries in the area of eCommerce. Other highlights of its work included the unveiling of a new plan to help bourses grow green finance in the framework of the United Nations Sustainable Stock Exchanges initiative, convened by UNCTAD with its partners, the launch of a multi-donor trust fund on trade and productive capacity and the commitment of more than 90 countries to a road map for the elimination of harmful fisheries subsidies. UNCTAD and the Alibaba Business School have brought together 24 Africa-based entrepreneurs to participate in the inaugural of the eFounders initiative, the first step to fulfilling the commitment made by the Alibaba founder and executive chairman Jack Ma as UNCTAD special adviser for young entrepreneurs and small businesses. The goal of the initiative is to empower 1,000 entrepreneurs in developing countries over the next five years.

28. ITC has aligned its strategy and programmes to deliver on 10 Sustainable Development Goals, with a focus on Goals 1, 5, 8 and 17. During the reporting period, with over 390,000 beneficiaries actively using its market intelligence tools, ITC contributed to over 120 strategy and policy improvements and helped over 350 unique trade and investment support institutions to improve their performance. Over 21,700 micro, small and medium-sized enterprises, most of them clients of ITC in sub-Saharan Africa and the Asia-Pacific region, have either improved their international competitiveness or started up in business, with 43 per cent of those businesses being female-owned or operated.

29. UNEP supported the efforts of more countries to integrate ecosystem-based and other adaptation approaches into their national plans. It assisted 28 countries, regions and cities in developing or beginning to implement sustainable consumption and production and green economy policies. With UNEP support, nine countries met the energy efficiency standards in specific sectors. UNEP also helped countries to reduce the risks of natural disasters, industrial accidents and conflicts. The work of UNEP on early warning drew attention to and galvanized action on emerging environmental issues that threaten sustainable development. As reliable environmental data becomes increasingly critical to sound decision-making and policymaking for sustainable development, more countries are using the Environment Live platform and assessment reports as credible data sources. Currently, 193 countries are making additional or new environmental data sets and public platforms in comparable formats widely available. UNEP continues to generate data and statistics for monitoring progress of the Sustainable Development Goals and is the custodian agency for 26 of the Sustainable Development Goal indicators. UNEP has also made a significant contribution to the new publication, "United Nations Development Assistance Framework Guidance", which helps the Organization, in close collaboration with national governments, civil society and other stakeholders, to develop United Nations Development Assistance Frameworks (UNDAFs) that reflect the aims of the 2030 Agenda. With this new guidance, UNEP has enabled 19 countries to consider environmental issues as part of their UNDAFs.

30. The adoption of the New Urban Agenda in 2016 heralded a new era for enhanced policy coherence in the management of sustainable urbanization and human settlements development within the United Nations system. The 2030 Agenda and New Urban Agenda provide distinct opportunities to link urbanization and the work of UN-Habitat more broadly to the development agenda. UN-Habitat and its partners have scaled up support to partner metropolitan, regional and national authorities in their efforts to adopt or develop national urban policies or spatial frameworks

supporting compact, integrated and connected socially inclusive cities. During the reporting period, UN-Habitat has initiated national urban policy development process or spatial frameworks in eight countries. and has strengthened the global monitoring framework, including at the local level. The global framework, which is universal, can be used for monitoring and reporting on both the implementation of the Sustainable Development Goals and New Urban Agenda. The City Prosperity Index, developed by UN-Habitat, enables governments and cities to disaggregate data and information at the spatial level and to gain a better understanding of how different parts of cities perform. The framework empowers local and national governments to exercise evidence-based policymaking.

31. The work carried out by UNODC to ensure the effective integration of the 2030 Agenda into its work has required a fundamental shift in its approach, calling for an unprecedented level of inter-agency cooperation. The Office supported more than 30 countries in implementing evidence-based drug prevention measures and treatments, thus directly contributing to the achievement of Sustainable Development Goal 3, target 3.5, on strengthening prevention and treatment of substance abuse, including narcotic drugs abuse and harmful use of alcohol, Goal 4 on ensuring learning opportunities for all, Goal 5 on achieving gender equality and empowering all women and girls, Goal 16, target 16.1, on significantly reducing all forms of violence, and target 16.2 on ending abuse, exploitation, trafficking and all forms of violence against and torture of children. In order to achieve Goal 16, UNODC worked directly with States parties to the United Nations Convention against Corruption to: advance asset recovery cases; prevent and counter corruption in all its forms; and build accountable and transparent institutions. Among other things, UNODC organized several national, regional and global capacity-building events, including setting up two regional platforms for Eastern Africa and South-East Asia, supported the first Global Forum on Asset Recovery and, jointly with the United Nations Development Programme (UNDP), assisted in customizing the Sustainable Development Goals for Pacific Island countries.

32. As of the end of 2017, the Office had assisted over 100 countries in terms of institutional strengthening and capacity-building in the areas of illicit trafficking, transnational organized crime, illicit firearms trafficking and control. In the biennium 2016–2017, UNODC rolled out a new global campaign, "Listen first", on the prevention of drug use among youth, aimed at parents, teachers and policymakers. The Office also conceptualized and developed a multi-year campaign for International Anti-Corruption Day, with the slogan "United against Corruption". UNODC supported the efforts of more than 40 Member States in adopting and implementing fair, effective and gender-sensitive crime prevention strategies and criminal justice systems, increasing their capacity to prevent and respond to violence against children, in particular, children associated with terrorist and violent extremist groups.

33. In the context of the 2030 Agenda and the New Urban Agenda, UNODC provided technical assistance and advisory services to local governments in Africa, Central Asia and Latin America in addressing crime, violence and drugs, and designed an evidence-informed life skills training programme for sport settings, called "Line Up, Live Up", through which sport coaches, teachers and other actors working with at-risk youth in sports settings can target valuable life skills, such as resisting social pressures to engage in delinquency. UNODC provided technical assistance, strengthened partnerships between law enforcement, health and other sectors and supported meaningful engagement of civil society and community-based organizations for increasing access to human rights-based, public health-focused and gender-responsive HIV services for people who use drugs and for people in prison.

34. UN-Women supported the work of the sixtieth and sixty-first sessions of the Commission on the Status of Women, at which participants agreed on a road map for

the gender-responsive implementation of the 2030 Agenda and on policies for women's economic empowerment in the changing world of work. UN-Women supported gender mainstreaming in a range of intergovernmental bodies, such as the Economic and Social Council, the high-level political forum for sustainable development and the General Assembly, as well as in the secretariats of the United Nations Framework Convention on Climate Change and the United Nations and the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa. The Entity also coordinated a report on the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women by over 90 per cent of the entities of the United Nations system. UN-Women implemented programmes in over 100 countries, prioritizing capacity development along with other types of support such as knowledge building, advocacy and support for dialogue, as well as work on sex-disaggregated data and gender statistics.

## E. Regional cooperation for development

35. The five regional commissions of the United Nations, the Economic Commission for Africa (ECA), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic Commission for Europe (ECE), the Economic Commission for Latin America and the Caribbean (ECLAC), and the Economic and Social Commission for Western Asia (ESCWA), continued to promote sustained economic growth and sustainable development, as well as greater economic integration and cooperation among the member States.

36. The regional commissions used their convening capacities to hold discussions on policy issues and build political consensus regarding possible solutions to the economic and social problems faced by their member States. ESCAP continued to act as the most inclusive intergovernmental platform in the region and to promote innovative solutions, including the sharing of knowledge and good practices in support of the implementation of the Sustainable Development Goals and the 2030 Agenda for Sustainable Development. In 2017, ESCAP member States renewed their commitment to regional economic cooperation and integration through a ministerial declaration, which recognized the synergies between regional economic cooperation and integration and the 2030 Agenda. The work of ECE and its 152 intergovernmental bodies focused on building consensus on policies and actions in support of the implementation of the 2030 Agenda. The Regional Coordination Mechanism convened by ECE facilitated an integrated and coherent approach to the achievement of the Sustainable Development Goals by United Nations entities in the region. Held in June 2016, the eighth ministerial conference on "Environment for Europe", convened by ECE, focused on improving environmental protection and advancing sustainable development in the region. The Conference endorsed the Pan-European Strategic Framework for Greening the Economy and launched the Batumi Initiative on Green Economy in support of national efforts to transition to a green economy and achieve the related Sustainable Development Goals. By the end of 2017, the Batumi Initiative included 121 commitments from 26 countries and 13 organizations. Participants at the eighth conference also endorsed the Batumi Action for Cleaner Air, supporting the efforts of countries to improve air quality and protect public health and ecosystems: 108 commitments were made to support the Batumi Action by 27 countries and four organizations. To assist countries in the region to implement the 2030 Agenda, ECE signed UNDAFs in five roll-out countries for 2017–2022 (Albania, Kyrgyzstan, Moldova, Montenegro and Ukraine) and contributed to the implementation of joint workplans in 17 programme countries in the region. In April 2017, in Mexico City, ECLAC successfully convened the first session of the Forum of the Countries of Latin America and the Caribbean for Sustainable Development, a

regional mechanism to follow up and review the implementation of the 2030 Agenda, including the Sustainable Development Goals and targets, and the Addis Ababa Action Agenda. ECA convened the second session of the Africa Regional Forum on Sustainable Development in preparation for the 2016 session of the high-level political forum on sustainable development. The Africa Regional Forum provided a platform for member States to discuss the implementation of and follow-up to both the 2030 Agenda and Agenda 2063. Participants reached consensus and adopted key messages. The Commission provided critical support to the secretariat of the African Peer Review Mechanism in the areas of knowledge generation and capacity-building. In addition to direct technical support at the country level, including capacity development and knowledge-building efforts, the annual Arab Forum for Sustainable Development organized by ESCWA provided governments and key stakeholders with a regional platform for peer learning and dialogue on development priorities.

37. Key publications issued by the regional commissions contributed to improved policy formulation and implementation processes in the various regions within their purview. The ECLAC document, *Horizons 2030: Equality at the Centre of Sustainable Development*, presented at its thirty-sixth session in Mexico City in 2016, provided an analytical complement to the 2030 Agenda from the regional perspective. ECLAC also enriched the global debate through the issuance of 250 publications, including six annual flagship publications. ESCAP published *Towards a Sustainable Future: Energy Connectivity in Asia and the Pacific*, addressing the challenges in meeting the growing energy demand while ensuring that energy developments are consistent with the 2030 Agenda, covering energy efficiency, renewable energy and energy access. As part of its analytical work on financing for development, ESCAP published the *Economic and Social Survey for Asia and the Pacific 2017: Governance and Fiscal Management* and its first book on tax policy in the region, *Tax Policy for Sustainable Development in Asia and the Pacific*. ESCAP revamped its online statistical database and also published its two annual statistical yearbooks (*Statistical Yearbook for Asia and the Pacific 2016: SDG Baseline Report* and the *Statistical Yearbook for Asia and the Pacific 2017: Measuring SDG progress in Asia and the Pacific: Is there enough data?*). In 2016, the Commission published the theme study *Harnessing Science, Technology and Innovation for Inclusive and Sustainable Development in Asia and the Pacific*, which provided good practices and frameworks for designing science, technology and innovation policies and action plans. ECA, in the 2017 edition of its *Africa Sustainable Development Report: Tracking Progress on Agenda 2063 and the Sustainable Development Goals*, assessed the continent's performance with regard to the implementation of both the 2030 Agenda and Agenda 2063, identified opportunities and challenges and recommended actions to hasten progress. ECA also contributed to shape development thinking and practices in Africa through its annual flagship publication, *Economic Report on Africa 2017*, which focused on the theme "Urbanization and Industrialization for Africa's Transformation". The Commission also issued 29 publications and 21 country profiles, including four thematic publications, focused on African development policies and practices in order to communicate its strategic thinking and voice on key issues.

38. The ECE publication, *Road Map on Statistics for Sustainable Development Goals*, provided guidance to national statistical offices on producing statistics for the implementation of the Sustainable Development Goals. The Commission also published eight country-specific assessments that reviewed national performance in areas such as environment, regulatory and procedural barriers to trade, innovation for sustainable development and housing, and provided government authorities and policymakers with evidence-based planning information and specific recommendations on how to improve national legislative and policy frameworks in those areas. ESCWA produced a series of 2030 Horizon publications in which projections were made in terms of both the prevailing situation and changes influenced by proposed policy

options. The publications dealt with migration, technology, gender, food security, energy, water, conflict, climate change and economic development.

39. The policy analysis and statistical standards supported by the regional commissions were also widely utilized by governments in the regions to improve their performance in various areas. ECLAC maintained a leading role in regional statistics by contributing to the implementation of the main avenue for statistical cooperation in the region, the decennial strategic plan of the Statistical Conference of the Americas, which was approved in 2015. The Commission also continued its work to strengthen the capacity of the countries of the region to monitor population and development trends through the provision of knowledge and information widely used by different stakeholders in the region. Joint work carried out by the regional entities of the United Nations system in Europe and Central Asia resulted in a number of inter-agency reports on the transition from the Millennium Development Goals to the Sustainable Development Goals and on actions to implement the 2030 Agenda, to facilitate policy debate on achieving the Sustainable Development Goals. ESCAP member States endorsed the "Regional Road Map for implementing the 2030 Agenda in Asia and the Pacific" as the framework for regional collaboration to support the means of implementation as well as thematic areas of the 2030 Agenda.

40. Over the course of the biennium 2016–2017, consensus-building and advocacy efforts were important factors in the work of the regional commissions. ECA successfully positioned the Africa Regional Forum on Sustainable Development as the platform for the exchange of views and follow-up on the implementation of both the 2030 Agenda and Agenda 2063. The platform creates a structured mechanism for African countries to feed into the global high-level political forum, including the unification of messaging, the harmonization of reporting and the effective monitoring of both agendas. ECA succeeded in advocating for and gaining consensus among member States, regional economic communities and major groups on policy options to advance the integrated implementation and follow-up of Agenda 2030 and Agenda 2063 as a policy decision. The Commission's commitment to strengthening institutional and governance capacity of its member States was realized through the revitalization of the African Peer Review Mechanism, which reached the following milestones: (a) three countries (Chad, Senegal and the Sudan) completed the external review exercise; (b) the second generation of reviews was begun, initiated in Kenya; and (c) constructive working relationships were re-established between the Review Mechanism and its strategic partners, with the establishment of two institutions: the Mo Ibrahim Foundation and the African Capacity-Building Foundation. ESCAP, through the two high-level dialogues on financing for development in Asia and the Pacific in 2016 and 2017, enhanced the understanding among member States in terms of how the financing for development outcomes of the Addis Ababa Action Agenda could be implemented in the region in support of the 2030 Agenda and identified policy areas for regional cooperation. The annual Asia-Pacific Forum on Sustainable Development, which was confirmed as the regional mechanism for follow-up and review, convened a wide range of stakeholders and provided a platform for substantive discussions informed by ESCAP's analytical work, including the production of the *Asia-Pacific Sustainable Development Goals Outlook* report.

41. ESCWA provided technical support to Arab States during the twenty-second and twenty-third sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change and collaborated with the League of Arab States, UNEP and the United Nations Educational, Scientific and Cultural Organization (UNESCO) to conduct two regional training workshops on capacity development for climate change negotiations. ESCWA also undertook capacity-building initiatives for Government representatives on the fiscal implications and economic impact of the establishment of the Arab Customs Union and the options with regard to a common

external tariff of the Customs Union. In addition, the Commission set up technical advisory groups on economic statistics and on demographic and social statistics as well as a working group on population and housing censuses to prepare for the 2020 census round. ECLAC continued to promote the advancement of a new development paradigm to achieve equality and environmental sustainability, and to advocate for progressive structural change, incorporating more knowledge into production, ensuring social inclusion and combating the negative impacts of climate change.

42. ECLAC continued to enhance the capacities of member States in areas related to economic, social and sustainable development through more than 370 training activities and technical cooperation missions, which led to the adoption of more than 60 actions, policies or programmes by the countries of the region in line with ECLAC recommendations. Capacity-building initiatives and advisory services provided by ESCAP in response to the request of Governments strengthened the capacity of individuals and institutions to develop and implement policies on macroeconomics, trade, transport, energy and the environment, information and communications technology and disaster risk reduction, social development and statistics for the implementation of 2030 Agenda and other internationally agreed commitments. In this connection, more than 211 advisory missions and 113 training activities were delivered by ESCAP in response to requests from member States.

43. The regular programme of technical cooperation continued to be used by the regional commissions to facilitate rapid responses to the urgent demands of Member States through the provision of advisory services and training activities. At the request of member States, ECE provided 124 advisory services and organized 104 capacity-building events. These activities helped recipient countries to strengthen their capacities to accede/adopt and implement international legal instruments, norms and standards, promoted regional and subregional cooperation, including on transboundary issues, and supported the achievement of the Sustainable Development Goals in the region.

## F. Human rights and humanitarian affairs

44. Two of the priorities for the biennium 2016–2017, the promotion of human rights, and the effective coordination of humanitarian assistance efforts, are covered by the programme of work of four departments or offices of the Secretariat responsible for human rights, refugees, Palestine refugees in the Near East and humanitarian affairs.

45. The Office of the United Nations High Commissioner for Human Rights (OHCHR) continued to play an instrumental role in promoting and protecting human rights worldwide. OHCHR supported the United Nations human rights mechanisms and bodies, namely, the Human Rights Council, its special procedures and the universal periodic review, as well as the expert committees (treaty bodies) monitoring international human rights treaties. The Human Rights Council established mandates for new special procedures dealing with the right to development, sexual orientation and gender identity and leprosy, bringing the total number of such procedures to 56. Eleven investigative bodies were also established, 10 mandated by the Council (3 for Burundi, 2 for South Sudan, and 1 each for the Democratic People's Republic of Korea, the Democratic Republic of the Congo, Myanmar, the Syrian Arab Republic and Yemen) and one by the General Assembly (Syrian Arab Republic). All States scheduled for consideration under the universal periodic review actively participated in the process, including through the support provided to delegates from 41 countries by the voluntary trust fund to support participation in the review. During the biennium, as part of the treaty body capacity-building programme endorsed by the General Assembly (resolution 68/268) as one of the measures to modernize the treaty body system, OHCHR trained 170 State officials from 77 countries as trainers on

reporting to the treaty bodies. The training contributed to an increase in the number of reports submitted by State Parties, many of which were overdue.

46. OHCHR and its 62 field presences provided technical cooperation and advisory services to Member States and other stakeholders in the field of human rights, including with the help of the Voluntary Fund for Financial and Technical Assistance for the Implementation of the Universal Periodic Review, through which support was provided to 38 countries. As an example, OHCHR, through its publication "National Mechanisms for Reporting and Follow-up: A Practical Guide to Effective State Engagement with International Human Rights Mechanisms", contributed to the establishment of such mechanisms and to facilitating the work related to recommendations on the international human rights in 26 countries. The Office also successfully contributed to the integration of human rights into United Nations intergovernmental processes, inter-agency dialogues and policy guidance, particularly in the context of the 2030 Agenda. This included the high-level political forum on sustainable development and the new guidance on common country assessments and UNDAFs. The Office also continued to engage with the Inter-Agency Standing Committee to mainstream human rights in protection clusters, and began to develop a common United Nations information management system.

47. The Office of the United Nations High Commissioner for Refugees (UNHCR) engaged, through its network of country and field offices in over 100 countries, in the provision of protection and solutions to the plight of the 67 million women, men, girls and boys who are currently in refugee or internally displaced person status. This work was multifaceted, comprising the development of legal frameworks, as well as the provision of life-saving relief and assistance to refugees in finding solutions through voluntary return, local integration or resettlement in a third country. Interventions were carried out in close collaboration with Governments, United Nations agencies, non-governmental organizations, including the active involvement of the affected populations and host communities. To date, 148 States are parties to the 1951 Geneva Convention Relating to the Status of Refugees and/or to its 1967 Protocol. In 2016, UNHCR scaled up its global resettlement capacity considerably, providing referrals for over 163,200 refugees and 126,200 departures; in 2017, however, the Office witnessed a reversal of that trend, and submissions for resettlement are projected to be around 75,000 for the year. In the 2016 New York Declaration for Refugees and Migrants, Member States acknowledged that a stronger international response to refugee movements requires the engagement of a broader range of actors and resources, the promotion of the social and economic empowerment of refugees and early action to support the countries and communities that host them. At the end of 2017, UNHCR was supporting the efforts of Governments and partners in 13 countries to develop comprehensive responses, and it had strengthened cooperation with development actors, including the International Labour Organization (ILO), the Organization for Economic Cooperation and Development (OECD), UNDP, and the World Bank. Progress was also made under the global UNHCR campaign "I belong", the goal of which is to end statelessness by 2024. In this regard, it should be noted that awareness about statelessness and its impact has grown considerably, as has global momentum on the issue, with thousands of people having been granted a nationality. In 2017, the total number of States parties to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness was 89 and 70, respectively. In 2016 and 2017, prevention of and response to sexual and gender-based violence in emergencies was improved by deploying staff with expertise in this field under the "Safe from the Start" initiative. In 2017, five UNHCR internal emergencies were declared, core relief items were provided to 42 operations, with the top five recipients being persons of concern in Angola, Bangladesh, Iraq, Uganda and the United Republic of Tanzania.

48. The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) continued to provide assistance and protection to a population of more than 5.4 million registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, the Gaza Strip and the West Bank through the delivery of primary and vocational education, health care, relief and social services, infrastructure and camp improvement, microfinancing and humanitarian assistance. Despite the significant security, access and logistical challenges posed by the conflict in the Syrian Arab Republic, the blockade in Gaza, the occupation of the West Bank and ongoing volatility in Lebanon, the Agency continued to deliver humanitarian assistance to more than 1.5 million refugees during both years of the biennium, primarily in the occupied Palestinian territory and the Syrian Arab Republic. In addition, the provision of non-humanitarian food assistance to 156,737 refugees resulted in a shift from the direct provision of food and cash to the provision of e-vouchers and cash. Regarded as a more effective way to extend basic assistance, this new distribution modality reduced administrative and distribution costs associated with the delivery of in-kind assistance and provided recipients with greater freedom of choice and access to a wider range of healthy food options. Immunization campaigns for Palestine refugees, implemented jointly with host authorities, in Jordan, Lebanon, the Gaza Strip and the West Bank reached 99.5 per cent coverage. During the 2016/17 academic year, 515,260 students were enrolled in UNRWA schools, 49.83 per cent of whom were girls. The provision of education was strengthened through the continued implementation of transformative education reform policies and strategies, along with capacity development for teachers and other education staff across all fields of the Agency's operations. Approximately 12,000 families benefited from UNRWA shelter repair, construction and reconstruction programming, while the Agency extended 77,756 microfinance loans, with a total value of $77,488,553, an increase in the value of lending by approximately 7 per cent over the previous biennium. Considerable progress was achieved with regard to strengthening the Agency's protection response in view of the increasing protection challenges faced by Palestine refugees. In addition, advocacy interventions were carried out with relevant authorities and stakeholders on protection issues related to the situation of Palestine refugees fleeing the armed conflict in the Syrian Arab Republic, the risk of the forcible transfer of Palestine refugees, movement restrictions, the conduct of law enforcement operations in the West Bank and the blockade in Gaza.

49. During the biennium, the Office for the Coordination of Humanitarian Affairs responded to major emergencies in Iraq, South Sudan, the Syrian Arab Republic and Yemen, as well as to protracted crises in Afghanistan, the Central African Republic, the Democratic Republic of the Congo, Somalia and the Sudan, deepening crises in Nigeria and the Lake Chad Basin, the Rohingya refugee crisis in Bangladesh and Myanmar and the serious needs arising from floods, earthquakes, tropical cyclones, hurricanes and the El Niño phenomenon. The scale of humanitarian needs across the globe fully engaged the Office's primary internal surge mechanism, the Emergency Response Roster, and the United Nations Disaster Assessment and Coordination Team undertook 25 disaster response missions in the course of the biennium 2016–2017. The Under-Secretary-General and Emergency Relief Coordinator continued to work with the Inter-Agency Standing Committee to increase the accountability of humanitarian leadership and to streamline humanitarian field operations, including through increasing linkages and improving coordination between humanitarian and development programming. Efforts were made to make more strategic use of the Central Emergency Response Fund, which allocated $857 million for rapid response and underfunded emergencies. A total of 836 projects were funded by the Response Fund in 53 countries. The Office also hosted the World Humanitarian Summit in May 2016, which convened 9,000 participants from around the world to support the shared Agenda for Humanity aimed at preventing and reducing human suffering. The

Summit generated more than 3,700 commitments to action and launched more than 20 new partnerships and initiatives to better meet humanitarian needs, risks and vulnerabilities. Stakeholders voluntarily report on the implementation of their commitments through the online Platform for Action, Commitments and Transformation established by the Office. The biennium also saw an increase in the number of countries working with the Office to take a multi-hazard approach to disaster risk reduction. As at December 2017, 89 countries had adopted development frameworks, policies and national programmes to implement disaster risk reduction strategies, and 63 countries had incorporated disaster risk reduction activities into post-disaster recovery planning. In the area of emergency information management, the Humanitarian Data Exchange continued to be a key platform for supporting data-sharing during humanitarian crises. By the end of 2017, over 300 organizations had shared 6,500 datasets through Data Exchange, covering every active crisis around the world.

## G. Public information

50. During the reporting period, the Department of Public Information continued to communicate the ideals and objectives of the United Nations to global audiences with a view to increasing their involvement in the work of the Organization. The Department played a leading role in the planning and coordination of United Nations system-wide communications, media and constituency outreach to develop a deeper understanding of and support for major United Nations issues and events, including the Sustainable Development Goals (media zones about the Goals were set up at the World Economic Forum in Davos, as well as at the Youth Forum, the 2017 Ocean Conference and the seventy-second session of the General Assembly), the Paris Agreement under the United Nations Framework Convention on Climate Change and the 2016 high-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants. The Department continued to adapt to the rapidly evolving communications landscape by optimizing its multilingual content and expanding its reach through audio, video, print, mobile applications, social media and other digital and interactive platforms. During the biennium, the Department's social media audiences on Facebook, Twitter, Google+ and Weibo grew substantially, reaching 30 million followers, exceeding the biennial target. The Department's multilingual video-sharing platforms far surpassed the expected target, with 4.2 billion video views, and the United Nations website attracted an average of 3.7 million monthly visitors, also exceeding the target for the reporting period. Moreover, the number of Internet downloads of radio, television and photo products all exceeded their respective targets. The Department also played a pivotal role in reaching out to civil society, especially to young people. It expanded the number of its partnerships to over 3,500, engaging with new and broader audiences across civil society, the creative community, academia and other entities. The global network of United Nations information centres communicated with local audiences in their local languages to achieve greater impact and reach for United Nations messages.

## H. Common support services

51. The common support services of the United Nations continued to formulate policies and procedures and to provide strategic guidance, direction and administrative support services to all entities of the Secretariat in four broad management areas: finance and budget; human resources; physical resources; and information and communications technology services. In addition to the United Nations Offices at Geneva, Nairobi and Vienna, the organizational units reporting

under this programme element included: the Office of the Under-Secretary-General for Management; the Office of Programme Planning, Budget and Accounts; the Office of Human Resources Management; the Office of Central Support Services; and the Office of Information and Communications Technology.

52. The Office of the Under-Secretary-General for Management provided leadership and oversight to ensure the timely and client-focused delivery of administrative services and to enhance efficiency, transparency and informed decision-making, in addition to providing strategic direction and guidance on all ongoing business transformation projects. In advancing the Secretary-General's initiatives, a senior official of the Office was part of the Secretary-General's task force on the development of a strategy to improve the way the Organization prevents and responds to sexual exploitation and abuse, and contributed to the development of the new strategy. The Office also led the efforts to develop a new and strengthened whistle-blower policy and continued its efforts to improve transparency and strengthen accountability through, inter alia: maintaining a strong relationship with the oversight bodies; supporting the work of the Management Committee and the Management Performance Board; coordinating the preparation of the senior managers' compacts; and acting as the focal point for enterprise risk management in the Secretariat. The Office also coordinated the adoption of the Anti-Fraud and Anti-Corruption Framework of the Secretariat, and conducted the first fraud risk assessment.

53. The Headquarters Committee on Contracts reviewed and processed 470 cases while maintaining the average processing time for the review of procurement cases at a significantly lower rate than its target of seven business days. The Headquarters Property Survey Board reviewed and processed 406 cases in a timely manner. Owing to the high volume of requests for management evaluation during the biennium 2016–2017 (944 in 2016 and 1,888 in 2017), a significant number of which came from staff members in field missions, the Management Evaluation Unit was able to respond to only 70 per cent of such requests within the prescribed 30- and 45-day periods (for requests by staff members at Headquarters and at offices away from Headquarters, respectively). The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work of those bodies and in a timely, orderly and procedurally correct manner. The satisfaction rates were reflected in the surveys of Committee members (98.5 per cent and 97.9 per cent for the meetings of the Fifth Committee held during the seventieth and seventy-first sessions of the General Assembly; and 97.9 per cent and 98.4 per cent for the fifty-sixth and fifty-seventh sessions of the Committee for Programme and Coordination).

54. The Umoja project was successfully deployed, including: service delivery functionality to all peacekeeping and special political missions in July 2016; delivery of cluster 5 in November 2016; changes to the International Civil Service Commission compensation package in November 2016 and January and September 2017; and the implementation of phase 1 of the supply chain management module (decommissioning of Galileo) in September 2017. A new module for automating the preparation of financial statements, involving business planning and consolidation technology, marked another milestone with regard to compliance with General Assembly resolution 68/247 A, in which the Assembly reaffirmed that Umoja would serve as the backbone for implementation by the United Nations of the International Public Sector Accounting Standards (IPSAS). Workplans for the building and deployment of Umoja Extension 2 in multiple, concurrent work streams were implemented. The proposed mainstreaming and reorganization of project resources were also conveyed to the General Assembly through the submission of two annual proposals to reduce dependence on contractors.

55. During the reporting period, the Office of Programme Planning, Budget and Accounts completed the IPSAS-compliant financial report and audited financial statements for the United Nations for 2015 (A/71/5 (Vol. I)) and for United Nations peacekeeping operations for 2015/16 (A/71/5 (Vol. II)) using Umoja. The reports received unqualified opinions from the Board for Auditors. The Office continued to make progress on the sustainability of IPSAS compliance and in improving the integrity of financial data, which is now comprehensive and detailed, especially for real estate, equipment, inventories and intangible assets. The Office started work to implement the statement of internal control project across the Secretariat, based on the conceptual framework of the Committee of Sponsoring Organizations of the Treadway Commission. The Office improved the system of delegation of authority by implementing a new information technology tool, the Unite delegation of authority, to enable the authorized officials at client departments and field missions to confirm online that they have read and understand the financial authorities delegated to them. The Office involved all departments in the design of the new Umoja budget formulation tool to ensure a client-friendly budget formulation process. The Office has been responsible for more than 60 per cent of all Umoja processes, and it has also provided assistance to clients on the application of financial policies, including on cost recovery, grants management and internal controls.

56. The Office of Human Resources Management completed the first staff engagement survey of United Nations personnel. The Office also offered two learning programmes aimed at strengthening the Organization's preventive action and response to sexual exploitation and abuse by United Nations personnel and to sexual harassment and abuse in the workplace. The Office also implemented the decision of the General Assembly in its resolution 71/263 to reduce the standard posting period for job openings from 60 to 45 days in 2016. The Office also played an instrumental role in the formulation, conceptualization and development of the United Nations system-wide gender parity strategy. The Office also developed and implemented a systematic health risk assessment methodology for duty stations, including a related health support planning method, and established a Secretariat oversight body for occupational safety and health. In addition, the Office completed the implementation of new conditions of service, as recommended by the International Civil Service Commission, for staff in the Professional and higher categories, as approved by the General Assembly in its resolution 70/244.

57. The Office of Central Support Services continued to promote the efficient and effective functioning of the Secretariat and offices away from Headquarters and delivered a broad range of support services to meet the needs and satisfaction of the clients. The Procurement Division implemented a number of streamlining and simplification measures, such as increases in low value acquisition thresholds, including for blanket purchase orders, and streamlining of ex post facto review processes. The total number of vendors from developing countries and countries with economies in transition that have participated in the United Nations procurement process exceeded the target number of 1,000, increasing from 1,938 in the biennium 2014–2015 to 3,865 in the biennium 2016–2017. The Facilities Management Service recorded improved quality and timeliness of the provision of services. Through its flexible workplace project, the Service continued to transform the Secretariat Building into a truly modern and flexible workplace, one that meets the needs of individual departments and offices. The Travel and Transportation Section achieved savings stemming from its negotiation of global airline discounts based on over 20 business intelligence reports supporting global travel management. The Archive and Records Management Section reported advancements in digital records management capacity. The Mail and Pouch services benefitted from the introduction of upgraded software, allowing real-time mail and pouch tracking.

58. In close collaboration with stakeholders, the Office of Information and Communications Technology made significant progress in leveraging technology to support the work of the United Nations. Standards for analytics and business intelligence systems and data are being established to ensure access to and the integrity of information across United Nations programmes. The Office also implemented a 10-point action plan to strengthen information security, and it continues its work to establish a strong capacity to support global information security requirements. Analysis of data resulted in a joint project to establish the global wide-area network by merging the systems established both by the Office and by the Department of Field Support. Providing around-the-clock support, the Office, through its Unite Service Desk, serves as a single point of contact for troubleshooting enterprise applications.

59. During the reporting period, the United Nations Office at Geneva continued to deliver fully integrated services and develop strategic partnerships and outreach activities with client offices, including with other offices in: Geneva; Bonn, Germany; The Hague, the Netherlands; and associated field offices. Automation and enhancements of standard administrative processes was pursued at the Office in two respects: Umoja stabilization and the optimization of Umoja-based operations. The Office also focused on management of customer relations. Through the adoption of Unite self-service and the establishment of a new administrative catalogue of services, the Office successfully piloted the new service provision channel, replacing obsolete paper processes and cumbersome email communications. Preparatory work undertaken for the establishment of a Secretariat-wide shared service delivery model included the establishment of key performance indicators and metrics to accurately measure volume, efficiency and, where possible, quality of services in Geneva. In the area of facilities management, in addition to the projects budgeted for the biennium, for which the target was successfully met, works funded by the voluntary donations of Member States and other donors were commissioned, including the full renovation of conference room XIX and the installation of charging terminals for electric vehicles. The Buildings and Engineering Section also supported the implementation of the strategic heritage plan, submitting critical advice on the various aspects of the project. The Library maintained its focus on engaging users to utilize its e-resources and digitized documents and archives for their research and analysis, providing an efficient service through a global network of information resources.

60. The United Nations Office at Vienna continued improving its management, administrative and financial processes, including the sustainment of IPSAS and issuance of IPSAS-compliant financial statements, the roll-out and stabilization of Umoja and the implementation of the Framework on Engagement of External Parties, service delivery and full-cost recovery. The Office met the performance targets for gender balance as well as for the overall duration of recruitment, and it provided 99 per cent of the jointly funded services offered by its facilities in accordance with the established standards and timelines. In the area of procurement, previously used monitoring tools were discontinued and an overall increase in the volume of requirements was successfully managed during the biennium. The Office enhanced its information and communications technology services through a successful migration of Unite mail, reducing the number of legacy (non-Umoja) applications by 124 and streamlining its processes in alignment with best practices and the established information and communications technology strategy.

61. The United Nations Office at Nairobi continued to take an active role in ongoing business transformation initiatives such as Umoja, the global service delivery model as well as the stabilization of IPSAS. In addition, UNEP and UN-Habitat signed a memorandum of understanding under the new cost recovery modality. Unqualified audit opinions were issued without any material audit observations for UNEP and

UN-Habitat. The staff pay and benefits and talent management initiatives undertaken by Human Resources Management Services were launched to provide better support to clients in the Umoja environment. In the area of information and communications technology, the network upgrade for all office spaces within the Gigiri complex was completed and 85 per cent of the clients were migrated to the managed Internet for the complex. The information technology helpdesk functionality was expanded to cover additional service categories and is currently servicing around 30,000 tickets per annum. The Office also undertook a feasibility study for the replacement of office blocks A through J and presented the findings to the General Assembly in late 2017, including a proposal for the introduction of flexible workspaces within the Nairobi complex.

## I. Internal oversight

62. The Office of Internal Oversight Services (OIOS) continued to enhance oversight at the United Nations in respect of its resources and staff through internal audit, inspection and evaluation, as well as, investigation activities. The Office worked to ensure compliance with regulations and rules, policies and procedures. During the biennium 2016–2017, the Internal Audit Division continued to improve its risk-based approach to audit planning to better align it with the Secretariat-wide enterprise risk management framework, and to establish a clearer logical flow between organizational objectives, risks and the selection of audit topics. Additionally, 78 General Assembly resolutions and reports of various intergovernmental bodies acknowledged the importance of internal audit reports in their decision-making in terms of improving the management of the human, financial and programmatic and material resources of the United Nations. Over the same period, the Inspection and Evaluation Division collaborated with the United Nations Laboratory for Organizational Change and Knowledge to review and enhance the evaluation phases. Its seven active working groups focused on improving its work in quality assurance, capacity development, communications, recommendations, Umoja implementation, information and communications technology and procurement. The Division completed 10 programme evaluations, 3 triennial reviews, 1 biennial evaluation and 1 thematic evaluation of the regional commissions. In addition, the Division also completed a set of evaluation dashboards for all departments and offices of the Secretariat. In the area of peacekeeping, the Division completed six evaluations and one triennial review. The Investigations Division continued to increase awareness through training programmes for personnel responsible for investigations or investigation tasks. The newly developed investigation training programmes resulted in an enhanced investigation capacity and the professionalization of investigation functions across the Organization. The Division has made progress by clearing the backlog of investigation cases, as well as through systematic quality control of investigation reports and recommendations issued.

## J. Safety and security

63. The Department of Safety and Security continued to provide the safe delivery of United Nations operations in increasingly high-threat areas. All duty stations maintained optimal levels of security despite the increasing threat levels they faced. The Department continued to enhance its surge capacity for the timely deployment of security professionals in crises and complex emergencies. During the biennium 2016–2017, 126 deployments of security officers were carried out in 30 countries over a total number of 13,500 days of surge. A new security risk management policy was introduced in April 2016, which resulted in the establishment of a total of 567

effective security risk management areas during the reporting period, out of which 488 areas were completed, endorsed and listed as valid. Minimum operating security standards are valid for 183 out of 185 countries/territories/mission areas, while residential security measures are valid in 144 out of 150 countries, where applicable. A total of 2,912 close protection operations were coordinated by the Department, including the assessment of security arrangements for 5,777 trips for 168 senior United Nations officials to 182 different countries/territories. The collaboration of the Department with United Nations entities in policy formulation resulted in the endorsement and promulgation of seven policies, relating to: arming of security personnel; gender considerations in security management; role of the Department of Safety and Security; security risk management; unarmed private security services; locally cost-shared security budgets; and an update on the security policy framework. The Department also provided stress management training to 96 per cent of staff members and dependants in the field, conducted 8,886 counselling sessions, provided technical advice to 922 managers system-wide, trained 8,093 staff in stress and resilience-building and trained 263 peer helpers.

# III. Delivery of outputs and resource utilization

64. As mandated under regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2016/6), the Department of Management is required to report actual progress made towards achieving expected accomplishments, as measured by the indicators, and towards delivery of final outputs, in comparison with the commitments set out in the programme narratives of the approved programme budget and to report thereon to the General Assembly through the Committee for Programme and Coordination. Indicators of achievement are used to measure whether, and/or the extent to which, the objectives and/or expected accomplishments have been achieved. Indicators correspond either directly or indirectly to the objective or the expected accomplishment for which they are used to measure performance. Outputs are defined as the final products or services delivered by a programme or subprogramme to end users that an activity is expected to produce to achieve its objectives. Reporting on the implementation of outputs takes into account quantifiable outputs comprising six categories: (a) the substantive servicing of meetings; (b) parliamentary documentation; (c) expert groups, rapporteurs and depository services; (d) recurrent publications; (e) non-recurrent publications; and (f) other substantive activities (such as exhibits, booklets, special events, technical materials, fact-finding and special missions and the promotion of legal instruments). Quantifiable outputs are clearly described and enumerated in the programme budget and their implementation unambiguously monitored. Non-quantifiable outputs can neither be planned nor predicted precisely. Such outputs are reflected in the programme budget in a descriptive manner, with no identification of specific quantity. It is not possible, therefore, to report on their implementation rates, although they represent a significant part of the work and resources of the Secretariat. Examples of non-quantifiable outputs include advisory services, training courses, fellowships and grants, field projects, conference services and administration. The implementation of such outputs are factored into the analysis of technical cooperation delivery and resource utilization (as reported in sect. III. F and G below), and into the qualitative statements of results achieved under each subprogramme (see sect. IV below).

65. The inventory of programmed outputs is based on the programme of work of the relevant subprogrammes in the proposed programme budget for the biennium 2016–2017, as approved by the General Assembly in its resolutions 70/249 A through C. That budget included 31,576 quantifiable programmed outputs. In addition,

299 outputs were carried over from the biennium 2014–2015, a further 1,437 outputs were added through legislative decisions and 642 were added at the initiative of the Secretariat, resulting in a total of 33,954 quantifiable outputs. The implementation rates of those outputs are shown in table 1 below.

## A. Implementation rates

66. Of the 33,954 quantifiable outputs that were either mandated or added by the Secretariat, 31,754 were implemented, including 134 that were reformulated before implementation. A total of 322 outputs were postponed until the next biennium, and 1,878 were terminated. Postponements and terminations of outputs occurred either by legislative decision or at the discretion of programme managers (in accordance with ST/SGB/2016/6, rule 106.2 (b)).

67. The output implementation rate has been calculated in three ways. The first calculation ($I_M$) shows the percentage of all mandated outputs (those initially programmed, plus those carried over, plus those added by legislation) that were implemented. It is the rate of implementation of mandated outputs only and does not include outputs implemented at the initiative of the Secretariat. The second calculation ($I_T$) shows the implementation rate of the total of all outputs, being the sum of mandated outputs and those added by the Secretariat. Finally, the third formula ($I_{T\,P}$) is the ratio of all implemented outputs (programmed, carried over, reformulated and added by legislation and by the Secretariat) to the outputs initially programmed in the budget for the biennium 2016–2017, expressed as a percentage. The last calculation shows how much was delivered by a particular programme compared with what had been programmed at the outset of the biennium. The reasoning behind the $I_{T\,P}$ calculation is that, while budgetary resources were provided to deliver the outputs programmed, developments during the biennium may have resulted in additions to the workload that had to be implemented within available resources, including extrabudgetary resources. This implementation rate, therefore, reflects the volume of work carried out by the various organizational entities. The data set out in the "number of outputs" column in table 1 show the sum of the quantifiable outputs that were initially programmed, carried over and added by either legislation or by the Secretariat.

Table 1
**Implementation rate of outputs for the biennium 2016–2017**[a]

| *Budget section* | | *Number of outputs*[b] | *Implementation rates (percentage)*[c] | | |
|---|---|---|---|---|---|
| | | | $I_M$ | $I_T$ | $I_{T\,P}$ |
| 2. | General Assembly and Economic and Social Council affairs and conference management | 1 646 | 89 | 89 | 89 |
| 3. | Political affairs | 1 371 | 85 | 87 | 106 |
| 4. | Disarmament | 1 843 | 88 | 88 | 105 |
| 5. | Peacekeeping operations | 884 | 99 | 100 | 131 |
| 6. | Peaceful uses of outer space | 361 | 99 | 99 | 102 |
| 8. | Legal affairs | 2 014 | 91 | 91 | 99 |
| 9. | Economic and social affairs | 3 119 | 96 | 96 | 99 |
| 10. | Least developed countries, landlocked developing countries and small island developing States | 388 | 100 | 100 | 102 |
| 11. | United Nations support for the New Partnership for Africa's Development | 120 | 100 | 100 | 105 |

| Budget section | Number of outputs[b] | Implementation rates (percentage)[c] | | |
|---|---|---|---|---|
| | | $I_M$ | $I_T$ | $I_{T/P}$ |
| 12. Trade and development | 1 650 | 98 | 98 | 104 |
| 13. International Trade Centre | 133 | 98 | 98 | 102 |
| 14. Environment | 273 | 98 | 98 | 106 |
| 15. Human settlements | 420 | 89 | 89 | 93 |
| 16. International drug control, crime and terrorism prevention and criminal justice | 1 525 | 91 | 91 | 99 |
| 17. UN-Women | 163 | 99 | 99 | 102 |
| 18. Economic and social development in Africa | 571 | 96 | 96 | 99 |
| 19. Economic and social development in Asia and the Pacific | 697 | 99 | 99 | 135 |
| 20. Economic development in Europe | 3 267 | 94 | 94 | 102 |
| 21. Economic and social development in Latin America and the Caribbean | 601 | 97 | 97 | 101 |
| 22. Economic and social development in Western Asia | 504 | 99 | 99 | 130 |
| 24. Human rights | 8 287 | 91 | 91 | 93 |
| 25. International protection, durable solutions and assistance to refugees | 402 | 100 | 100 | 100 |
| 27. Humanitarian assistance | 320 | 100 | 100 | 115 |
| 28. Public information | 176 | 97 | 97 | 99 |
| 29A. Office of the Under-Secretary-General for Management | 969 | 95 | 95 | 96 |
| 29B. Office of Programme Planning, Budget and Accounts | 1 729 | 98 | 98 | 111 |
| 29C. Office of Human Resources Management | 324 | 95 | 95 | 108 |
| 29D. Office of Central Support Services | 13 | 62 | 62 | 67 |
| 29E. Office of Information and Communications Technology | 5 | 100 | 100 | 100 |
| 29H. Administration, Nairobi | 3 | 100 | 100 | 100 |
| 30. Internal oversight | 76 | 96 | 96 | 106 |
| 34. Safety and security | 100 | 98 | 98 | 111 |
| **Total** | **33 954** | **93** | **94** | **101** |

[a] Quantifiable outputs only.

[b] Includes all mandated and discretionary outputs.

[c] $I_M$ Implementation rate of all mandated outputs (programmed, plus carried over, plus added by legislation) [(implemented + reformulated) − (additional outputs initiated by Secretariat) / (programmed + carried over + added by legislation)].

$I_T$ Implementation rate of all mandated outputs plus additional outputs initiated by programme managers [(implemented + reformulated) / (programmed + carried over + added by legislation + additional outputs initiated by Secretariat)].

$I_{T/P}$ Ratio of all implemented outputs to outputs programmed in 2016–2017 budget (i.e., those for which resources were approved) [(implemented + reformulated) / programmed].

68. Programmes achieved an average output implementation rate of 93 per cent for mandated outputs (IM) in the biennium 2015–2016, which is 1 per cent lower than in the biennium 2014–2015. The total implementation rate (IT) in the 2016–2017 biennium was 94 per cent, compared with 94 per cent in the biennium 2014–2015. Of the 32 sections of the programme budget listed in table 1, five had implementation rates lower than 90 per cent: General Assembly and Economic and Social Council affairs and conference management (89 per cent); Political affairs (85 per cent); Disarmament (88 per cent); Human settlements (89 per cent); and Office of Central Support Services (62 per cent).

69. As noted above, under section 2, General Assembly and Economic and Social Council affairs and conference management, the rate of output implementation was 89 per cent in the biennium 2016–2017, compared with 98 per cent in the previous biennium. The lower rate of output implementation was mainly due to the termination of 175 outputs in the substantive servicing of meetings category owing to the fact that fewer meetings were required by intergovernmental bodies.

70. Under section 3, Political affairs, the rate of output implementation was 85 per cent in the biennium 2016–2017, compared with 95 percent in the previous biennium. The lower rate of output implementation was mainly due to the termination of 151 outputs, of which 122 were in the substantive servicing of meetings category, as fewer meetings were required than planned by relevant intergovernmental committees during the biennium 2016–2017. For example, under the subprogramme for the Counter-Terrorism Implementation Task Force, the United Nations system-wide coordination meetings were terminated owing to the heavy engagement of the Task Force and the United Nations Counter-Terrorism Centre in implementing General Assembly resolution 71/291, which the Assembly established the Office of Counter-Terrorism. Under that subprogramme, the workshops planned by the United Nations Office to the African Union for 2017 did not take place because of capacity constraints within the African Union Commission and staff turnover. The remaining 29 terminated outputs fell under the category of other substantive activities, such as fact-finding missions, recurrent publications and special events, out of which five outputs were terminated owing to vacancies of posts funded under the regular budget. These outputs related to five issuances of the bimonthly newsletter "NGO Action News", the information for which became out of date by the time the relevant vacant posts were filled (see para. 6 above).

71. Under section 4, Disarmament, the rate of output implementation was 88 per cent in the biennium 2016–2017, compared with 89 per cent in the previous biennium. The lower rate of output implementation was chiefly owing to the termination of 203 mandated, quantifiable outputs, mainly due to a lack of agreement on a substantive programme of work in the Conference on Disarmament. In 2017, some meetings of the States parties to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects were cancelled, with the consent of the High Contracting Parties to the Convention and its Protocols, because of lack of funds.

72. Under section 15, Human settlements, the rate of output implementation was 89 per cent in the biennium 2016–2017, compared with 91 per cent in the previous biennium. The lower rate of output implementation was mainly because of the termination of 27 mandated, quantifiable outputs. The main factors affecting the implementation rate of mandated outputs were the non-availability of anticipated level of funding from extrabudgetary sources and delays in receiving project funding from such sources.

73. Under section 29D, Office of Central Support Services, the rate of output implementation was 62 per cent in the biennium 2016–2017, compared with 100 per cent in the previous biennium. The lower rate of output implementation was mainly due to the termination of five outputs, which were replaced by a crisis management plan under the responsibility of section 34, Safety and security.

74. The operational challenges that affected the implementation of programme of work under each section of the programme budget and lessons learned are detailed in section IV below. The specific instances in which strains on the programme budget affected performance during the biennium 2016–2017 are also reflected, under the relevant sections of the programme budget, in section IV of the report.

## B. Additional outputs

75. In the course of the biennium 2016–2017, 2,079 quantifiable outputs added to the programme of work either by the intergovernmental bodies or by the Secretariat were implemented. Total additions represented 7 per cent of the programmed and carried-forward quantifiable outputs in the biennium 2016–2017, compared with 6 per cent in the biennium 2014–2015. The reasons for additional outputs, by budget section, are summarized in table 2 and further explained in paragraphs 76 to 79 below.

Table 2
**Additional outputs during the biennium 2016–2017**

| | | Reason for addition | | | | | |
|---|---|---|---|---|---|---|---|
| | | | Secretariat | | | | |
| *Budget section* | *Total added* | *Legislation* | *Total* | *Programmatic* | *Availability of extra-budgetary funds* | *Additional outputs (percentage)*[a] |
| 2. General Assembly and Economic and Social Council affairs and conference management | 4 | 4 | – | – | – | <1 |
| 3. Political affairs | 225 | 35 | 190 | 190 | – | 20 |
| 4. Disarmament | 289 | 283 | 6 | 4 | 2 | 19 |
| 5. Peacekeeping operations | 210 | 54 | 156 | 156 | – | 31 |
| 6. Peaceful uses of outer space | 11 | 10 | 1 | 1 | – | 3 |
| 8. Legal affairs | 116 | 108 | 8 | 8 | – | 6 |
| 9. Economic and social affairs | 44 | 30 | 14 | 5 | 9 | 1 |
| 10. Least developed countries, landlocked developing countries and small island developing States | 8 | – | 8 | 8 | – | 2 |
| 11. United Nations support for the New Partnership for Africa's Development | 6 | – | 6 | 2 | 4 | 5 |
| 12. Trade and development | 61 | 31 | 30 | 20 | 10 | 4 |
| 13. International Trade Centre | 4 | – | 4 | 4 | – | 3 |
| 14. Environment | 10 | – | 10 | 9 | 1 | 4 |
| 15. Human settlements | 2 | – | 2 | 2 | – | <1 |
| 16. International drug control, crime and terrorism prevention and criminal justice | 83 | 47 | 36 | 31 | 5 | 6 |
| 17. UN-Women | 1 | – | 1 | 1 | – | <1 |
| 18. Economic and social development in Africa | 10 | 5 | 5 | 3 | 2 | 2 |
| 19. Economic and social development in Asia and the Pacific | 180 | 175 | 5 | 5 | – | 38 |
| 20. Economic development in Europe | 184 | 176 | 8 | 8 | – | 6 |

| | | | Reason for addition | | | | |
|---|---|---|---|---|---|---|---|
| | | | | Secretariat | | | |
| Budget section | | Total added | Legislation | Total | Programmatic | Availability of extra-budgetary funds | Additional outputs (percentage)[a] |
| 21. | Economic and social development in Latin America and the Caribbean | 18 | – | 18 | 14 | 4 | 3 |
| 22. | Economic and social development in Western Asia | 118 | 56 | 62 | 60 | 2 | 31 |
| 24. | Human rights | 181 | 178 | 3 | 3 | – | 2 |
| 27. | Humanitarian assistance | 41 | 17 | 24 | 21 | 3 | 15 |
| 28. | Public information | 1 | – | 1 | 1 | – | <1 |
| 29A. | Office of the Under-Secretary-General for Management | 11 | 11 | – | – | – | 1 |
| 29B. | Office of Programme Planning, Budget and Accounts | 207 | 207 | – | – | – | 14 |
| 29C. | Office of Human Resources Management | 34 | – | 34 | 34 | – | 12 |
| 29D. | Office of Central Support Services | 1 | 1 | – | – | – | 8 |
| 30. | Internal oversight | 7 | 7 | – | – | – | 10 |
| 34. | Safety and security | 12 | 2 | 10 | 10 | – | 14 |
| | **Total** | **2 079** | **1 437** | **642** | **600** | **42** | **7** |

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

### Reasons for additions

76. During the biennium 2016–2017, 69 per cent of the total number of additions were required by intergovernmental bodies. The remaining 31 per cent were initiated by the Secretariat: 29 per cent were made at the initiative of the Secretariat owing to programmatic requirements, and 2 per cent were initiated owing to the availability of extrabudgetary funds for the programmes. Under three sections of the programme budget a relatively higher percentage of additional outputs were reported: section 5, Peacekeeping operations (31 per cent); section 19, Economic and social development in Asia and the Pacific (38 per cent); and section 22, Economic and social development in Western Asia (31 per cent).

77. Under section 5, Peacekeeping, a total of 210 additional quantifiable outputs were implemented, out of which 54 were added by legislation and 156 were added at the initiative of the Secretariat. The additional outputs implemented at the initiative of the Secretariat were made owing to operational imperatives, such as missions in transition, which led to a higher-than-expected level of engagement with certain peacekeeping missions.

78. Under section 19, Economic and social development in Asia and the Pacific, a total of 180 additional quantifiable outputs were implemented, of which 175 were added by legislation and five were added at the initiative of the Secretariat.

79. Under section 22, Economic and social development in Western Asia, a total of 118 additional quantifiable outputs were implemented, of which 56 were added by legislation and 62 were added at the initiative of the Secretariat. The additional

outputs implemented at the initiative of the Secretariat were in response to the needs of the region and were mainly in the form of ad hoc expert meetings, fact sheets, booklets and information kits.

80. The above three programmes are cited as examples. The reasons for all additional outputs are available online.

## C. Postponed outputs

81. Of the 31,875 programmed and carried-forward quantifiable outputs, 322 were postponed during the biennium 2016–2017, representing a marginal increase of 1 per cent in the rate of postponement compared with 0.94 per cent in the biennium 2014–2015. The main reasons for the postponement of outputs, by section of the programme budget, are summarized in table 3 and further explained in paragraph 82 below.

Table 3
**Postponed outputs during the biennium 2016–2017**

| | | | *Reason for postponement* | | | | | |
|---|---|---|---|---|---|---|---|---|
| *Budget section* | | *Total postponed* | *Legislation* | *Programmatic* | *Regular budget vacancy* | *Extra-budgetary vacancy* | *Extra-budgetary shortage* | *Postponements (percentage)*[a] |
| 2. | General Assembly and Economic and Social Council affairs and conference management | 3 | 3 | – | – | – | – | <1 |
| 3. | Political affairs | 26 | 2 | 24 | – | – | – | 2 |
| 4. | Disarmament | 11 | 4 | 1 | – | – | 6 | <1 |
| 8. | Legal affairs | 68 | 1 | 67 | – | – | – | 4 |
| 9. | Economic and social affairs | 42 | 1 | 40 | – | – | 1 | 1 |
| 10. | Least developed countries, landlocked developing countries and small island developing States | 1 | – | 1 | – | – | – | <1 |
| 12. | Trade and development | 17 | 3 | 12 | 1 | – | 1 | 1 |
| 14. | Environment | 2 | – | 2 | – | – | – | <1 |
| 15. | Human settlements | 21 | – | 14 | – | – | 7 | 5 |
| 16. | International drug control, crime and terrorism prevention and criminal justice | 39 | – | 38 | – | – | 1 | 3 |
| 18. | Economic and social development in Africa | 11 | – | 10 | – | – | 1 | 2 |
| 20. | Economic development in Europe | 40 | 19 | 12 | 7 | 1 | 1 | 1 |
| 21. | Economic and social development in Latin America and the Caribbean | 8 | – | 8 | – | – | – | 1 |

| Budget section | Total postponed | Reason for postponement | | | | | Postponements (percentage)[a] |
|---|---|---|---|---|---|---|---|
| | | Legislation | Programmatic | Regular budget vacancy | Extra-budgetary vacancy | Extra-budgetary shortage | |
| 22. Economic and social development in Western Asia | 2 | – | 2 | – | – | – | <1 |
| 24. Human rights | 23 | – | 23 | – | – | – | <1 |
| 28. Public information | 3 | – | 3 | – | – | – | 2 |
| 29B. Office of Programme Planning, Budget and Accounts | 1 | – | 1 | – | – | – | <1 |
| 29C. Office of Human Resources Management | 4 | – | 4 | – | – | – | 1 |
| **Total** | **322** | **33** | **262** | **8** | **1** | **18** | **1** |

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

**Reasons for the postponement of outputs**

82. The postponement of outputs was mainly related to recurrent and non-recurrent publications, which together accounted for 49 per cent of the postponed outputs. Those publications could not be completed before the end of the biennium, but will be ready for issuance in the biennium 2018–2019. Another 19 per cent of the postponements are related to parliamentary documents prepared towards the end of the biennium 2016–2017, whose publication was delayed until the beginning of the following reporting cycle. The remaining 32 per cent of postponed outcomes were the result of programmatic decisions related to expert group meetings and other substantive activities. Out of the total number of 322 postponed outputs, eight were postponed due to vacancies of posts funded under the regular budget: one such output (implementation of online course related to trade policy analysis) was postponed under section 12, Trade and development, due to the long-term illness of the responsible staff member; and the remaining seven outputs (non-recurrent publications on forest management and related topics) were postponed under section 20, Economic development in Europe, because vacant posts under the relevant subprogramme led to delays in the finalization of the seven non-recurrent publications, which required extensive consultations and coordination with member States.

## D. Terminated outputs

83. Of the total of 31,875 programmed and carried-forward quantifiable outputs, 1,878 (or 6 per cent) were terminated during the biennium 2016–2017, compared with 1,684 (or 5 per cent) in the biennium 2014–2015. The main reasons for termination, by section of the programme budget, are summarized in table 4 and further explained in paragraphs 84 and 85 below.

### Table 4
### Terminated outputs during the biennium 2016–2017

| | | *Reason for termination* | | | | | | |
|---|---|---|---|---|---|---|---|---|
| *Budget section* | | *Total terminated* | *Legislation* | *Programmatic* | *Regular budget vacancy* | *Extra-budgetary vacancy* | *Extra-budgetary shortage* | *Terminated outputs (percentage)*[a] |
| 2. | General Assembly and Economic and Social Council affairs and conference management | 175 | 151 | 24 | – | – | – | 11 |
| 3. | Political affairs | 151 | 63 | 82 | 5 | 1 | – | 13 |
| 4. | Disarmament | 203 | 175 | 7 | – | – | 21 | 13 |
| 5. | Peacekeeping operations | 4 | – | 4 | – | – | – | <1 |
| 6. | Peaceful uses of outer space | 3 | 1 | 2 | – | – | – | <1 |
| 8. | Legal affairs | 118 | 76 | 42 | – | – | – | 6 |
| 9. | Economic and social affairs | 71 | 61 | 10 | – | – | – | 2 |
| 12. | Trade and development | 13 | 7 | 6 | – | – | – | <1 |
| 13. | International Trade Centre | 2 | – | 2 | – | – | – | 2 |
| 14. | Environment | 3 | – | 3 | – | – | – | 1 |
| 15. | Human settlements | 27 | – | 12 | – | – | 15 | 6 |
| 16. | International drug control, crime prevention and criminal justice | 93 | 12 | 78 | – | – | 3 | 6 |
| 17. | UN-Women | 1 | 1 | – | – | – | – | <1 |
| 18. | Economic and social development in Africa | 13 | – | 8 | – | – | 5 | 2 |
| 19. | Economic and social development in Asia and the Pacific | 8 | 5 | 3 | – | – | – | 2 |
| 20. | Economic development in Europe | 144 | 123 | 16 | – | 1 | 4 | 5 |
| 21. | Economic and social development in Latin America and the Caribbean | 12 | – | 9 | – | – | 3 | 2 |
| 22. | Economic and social development in Western Asia | 2 | – | 2 | – | – | – | <1 |
| 24. | Human rights | 727 | 307 | 420 | – | – | – | 9 |
| 28. | Public information | 3 | – | 2 | – | – | 1 | 2 |

| | Reason for termination | | | | | | |
|---|---|---|---|---|---|---|---|
| *Budget section* | *Total terminated* | *Legislation* | *Programmatic* | *Regular budget vacancy* | *Extra-budgetary vacancy* | *Extra-budgetary shortage* | *Terminated outputs (percentage)*[a] |
| 29A. Office of the Under-Secretary-General for Management | 47 | 46 | 1 | – | – | – | 5 |
| 29B. Office of Programme Planning, Budget and Accounts | 37 | 37 | – | – | – | – | 2 |
| 29C. Office of Human Resources Management | 11 | 11 | – | – | – | – | 4 |
| 29D. Office of Central Support Services | 5 | – | 5 | – | – | – | 42 |
| 30. Internal oversight | 3 | – | 3 | – | – | – | 4 |
| 34. Safety and security | 2 | – | 2 | – | – | – | 2 |
| **Total** | **1 878** | **1 076** | **743** | **5** | **2** | **52** | **6** |

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

## Reasons for the termination of outputs

84. Legislative decisions accounted for 57 per cent of terminated outputs, while 40 per cent of terminated outputs were made for programmatic reasons. A shortage of extrabudgetary funds accounted for about 3 per cent of terminated outputs, and less than 1 per cent of outputs were terminated owing to vacancies of posts in the Secretariat. The reasons for termination included: fewer requests for the substantive servicing of meetings and for documents by legislative bodies; the cancellation of expert group meetings; the availability of publications and technical materials online; the cancellation of inter-agency meetings; and the reduced need for related documentation.

85. Under three sections of the programme budget a relatively higher percentage of outputs were terminated: section 3, Political affairs (13 per cent); section 4, Disarmament (13 per cent); and section 29D, Office of Central Support Services (42 per cent). The reasons for terminations for all three sections have been explained under implementation rates (see paras. 70 and 71 and 73 above). In terms of the total number of terminations under individual sections of the programme budget, a relatively higher number of terminations were reported under three sections: section 2, General Assembly and Economic and Social Council affairs and conference management (175); section 4, Disarmament (203); and section 24, Human rights (727). The reasons for the termination of outputs under sections 2 and 4 have been explained above (see paras. 69 and 71). Under section 24, Human rights, outputs were terminated mainly due to reduced requirements for the substantive servicing of meetings and parliamentary documents by the intergovernmental bodies, including reports on country visits by mandate holders owing to non-response by Member States to requests for such visits. A total of 302 outputs were terminated under the substantive servicing of meetings category and 391 under parliamentary documents. The remaining 34 terminated outputs under section 24 were due to programmatic reasons under the categories of expert group and other substantive activities.

## E. Outputs carried over

86. The status of implementation of 299 carried-over outputs is shown in table 5. Those outputs had been programmed in the biennium 2014–2015, but postponed for implementation to the biennium 2016–2017. Of the 299 carried-over outputs, 277 (76 per cent) were implemented, 26 (9 per cent) were postponed and 46 (15 per cent) were terminated.

Table 5

**Status of carried-over outputs during the biennium 2016–2017**

| *Budget section* | | *Carried forward from 2014–2015* | *Status of implementation* | | |
|---|---|---|---|---|---|
| | | | *Implemented* | *Postponed* | *Terminated* |
| 3. | Political affairs | 23 | 13 | 3 | 7 |
| 8. | Legal affairs | 50 | 35 | 5 | 10 |
| 9 | Economic and social affairs | 36 | 25 | 11 | – |
| 12. | Trade and development | 32 | 31 | – | 1 |
| 14. | Environment | 9 | 9 | – | – |
| 15. | Human settlements | 19 | 18 | – | 1 |
| 16. | International drug control, crime prevention and criminal justice | 34 | 20 | 2 | 12 |
| 17. | UN-Women | 3 | 3 | – | – |
| 18. | Economic and social development in Africa | 6 | 6 | – | – |
| 19. | Economic and social development in Asia and the Pacific | 1 | 1 | – | – |
| 20. | Economic development in Europe | 51 | 42 | 1 | 8 |
| 21. | Economic and social development in Latin America and the Caribbean | 9 | 9 | – | – |
| 22. | Economic and social development in Western Asia | 1 | 1 | – | – |
| 24. | Human rights | 18 | 9 | 2 | 7 |
| 28. | Public information | 3 | 3 | – | – |
| 29C. | Office of Human Resources Management | 4 | 2 | 2 | – |
| | **Total** | **299** | **227** | **26** | **46** |

## F. Technical cooperation delivery

87. All programmes, taken together, implemented a total of 9,362 technical cooperation outputs comprising: (a) advisory services; (b) training courses and seminars; (c) fellowships and grants; and (d) field projects. Since such outputs are delivered at the request of Governments, or as and when funding becomes available, a precise number for such outputs could not be determined at the beginning of the biennium. Therefore, such outputs are considered non-quantifiable, for which neither a base number could be established at the beginning of the biennium, nor an

implementation rate could be reported at the end of the biennium. The estimated number of technical cooperation outputs implemented is shown in table 6.

Table 6
**Summary of technical cooperation outputs implemented in the biennium 2016–2017**

| *Section* | | *Totals* | *Advisory services* | | *Training* | | *Projects* | *Fellowships and grants* | |
|---|---|---|---|---|---|---|---|---|---|
| | | | *Number of advisory services provided* | *Number of missions* | *Number of courses* | *Number of participants* | *Projects implemented* | *Fellowships awarded* | *Number of recipients* |
| 3. | Political affairs | 78 | 3 | 20 | 21 | 307 | 47 | – | – |
| 4. | Disarmament | 68 | 26 | 24 | 15 | 399 | 10 | 2 | 50 |
| 5. | Peacekeeping operations | 41 | – | – | 34 | 907 | 7 | – | – |
| 6. | Peaceful uses of outer space | 53 | 16 | 9 | 25 | 2 457 | – | 12 | 23 |
| 8. | Legal affairs | 102 | 36 | 14 | 34 | 1 213 | 1 | 24 | 24 |
| 9. | Economic and social affairs | 236 | 81 | 87 | 97 | 8 380 | 19 | 39 | 172 |
| 10. | Least developed countries, landlocked developing countries and small island developing States | 5 | – | – | – | – | 5 | – | – |
| 11. | United Nations support for the New Partnership for Africa's Development | 12 | 12 | 12 | – | – | – | – | – |
| 12. | Trade and development | 768 | 276 | 239 | 364 | 19 829 | 143 | – | – |
| 13. | International Trade Centre | 3 130 | 2 403 | 2 432 | 1 032 | 34 671 | 130 | – | – |
| 14. | Environment | 264 | 202 | 348 | 26 | 1 648 | 31 | – | – |
| 15. | Human settlements | 1 004 | 465 | 590 | 240 | 20 922 | 260 | – | – |
| 16. | International drug control, crime prevention and criminal justice | 620 | 235 | 283 | 384 | 10 919 | 35 | – | – |
| 17. | UN-Women | 19 | 16 | 25 | – | – | 2 | – | – |
| 18. | Economic and social development in Africa | 401 | 135 | 146 | 54 | 1 866 | 84 | 54 | 59 |
| 19. | Economic and social development in Asia and the Pacific | 90 | – | – | 26 | 3 233 | 64 | – | – |
| 20. | Economic development in Europe | 219 | 28 | 37 | 172 | 12 706 | 8 | – | – |
| 21. | Economic and social development in Latin America and the Caribbean | 161 | 66 | 379 | 63 | 2 901 | 30 | – | – |

| | | | *Advisory services* | | *Training* | | *Projects* | *Fellowships and grants* | |
|---|---|---|---|---|---|---|---|---|---|
| *Section* | | *Totals* | *Number of advisory services provided* | *Number of missions* | *Number of courses* | *Number of participants* | *Projects implemented* | *Fellowships awarded* | *Number of recipients* |
| 22. | Economic and social development in Western Asia | 35 | 4 | 4 | 2 | 31 | 28 | – | – |
| 24. | Human rights | 355 | 100 | 98 | 162 | 6 631 | 54 | 26 | 96 |
| 25. | International protection, durable solutions and assistance to refugees | 40 | 4 | 4 | 24 | 669 | 12 | – | – |
| 26. | Palestine refugees | 44 | – | – | – | – | 41 | – | – |
| 27. | Humanitarian assistance | 72 | 25 | 2 | 43 | 4 465 | 4 | – | – |
| 28. | Public information | 18 | 9 | 9 | 340 | 5 122 | – | – | – |
| 29A. | Office of the Under-Secretary-General for Management | 36 | – | – | 36 | 684 | – | – | – |
| 29B. | Office of Programme Planning, Budget and Accounts | 1 182 | 1 160 | – | 20 | 604 | – | – | – |
| 29D. | Office of Central Support Services | 83 | – | – | 81 | 7 224 | – | – | – |
| 30. | Internal oversight | 2 | – | – | 2 | 30 | – | – | – |
| 34. | Safety and security | 224 | – | – | 229 | 280 994 | – | – | – |
| | **Total (missions, participants and recipients)** | | | **4 762** | | **42 8812** | | | **424** |
| | **Grand total** | **9 362** | **5 302** | | **3 526** | | **1 015** | **157** | |

## G. Resource utilization

88. Because incorporating financial performance information into the programme performance report was not feasible, a proxy measure for resource utilization, work-months of staff in the Professional category and consultants, was used to provide an estimate of the resources utilized during the biennium 2016–2017 to deliver the outputs and achieve the expected results.

89. A total of 152,061 work-months was utilized by the Organization in the implementation of the programme of work during the biennium 2016–2017, of which, 94,417 (or 62 per cent) were funded through the regular budget and 57,644 (or 38 per cent) were funded by extrabudgetary resources. Of the work-months funded by regular budget, 96 per cent were attributed to staff in the Professional and higher category and 4 per cent to consultants. Of the work-months funded by extrabudgetary resources, 72 per cent were used for staff in the Professional and higher category and 28 per cent for consultants. In total, staff in the Professional and higher category accounted for 87 per cent of work-months and consultants for 13 per cent.

90. Table 7 shows the total number of work-months utilized, by section of the programme budget, along with the percentage of work-months utilized in the implementation of quantifiable outputs.

Table 7
**Work-months utilized during the biennium 2016–2017**

| *Section* | | *Regular budget* | | *Extrabudgetary* | | | |
|---|---|---|---|---|---|---|---|
| | | *Professional* | *Consultant* | *Professional* | *Consultant* | *Grand total* | *Q*[a] |
| 2. | General Assembly and Economic and Social Council affairs and conference management | 25 239 | 21 | 519 | 99 | 25 879 | 3 |
| 3. | Political affairs | 2 776 | 12 | 676 | 64 | 3 528 | 89 |
| 4. | Disarmament | 483 | 38 | 179 | 43 | 742 | 88 |
| 5. | Peacekeeping operations | 655 | 8 | 8 752 | 104 | 9 519 | 72 |
| 6. | Peaceful uses of outer space | 469 | – | 79 | – | 547 | 60 |
| 8. | Legal affairs | 2 277 | 3 | 616 | 55 | 2 951 | 61 |
| 9. | Economic and social affairs | 5 905 | 306 | 326 | 154 | 6 690 | 83 |
| 10. | Least developed countries, landlocked developing countries and small island developing States | 495 | – | – | 2 | 497 | 95 |
| 11. | United Nations support for the New Partnership for Africa's Development | 315 | 12 | 4 | – | 331 | 99 |
| 12. | Trade and development | 3 488 | 126 | 548 | 620 | 4 782 | 68 |
| 13. | International Trade Centre | 1 927 | 473 | 1 840 | 6 096 | 10 336 | 24 |
| 14. | Environment | 261 | 101 | 2 435 | 1 047 | 3 845 | 24 |
| 15. | Human settlements | 734 | 90 | 3 099 | 3 028 | 6 951 | 19 |
| 16. | International drug control, crime prevention and criminal justice | 1 208 | 73 | 4 183 | 1 748 | 7 211 | 26 |
| 17. | UN-Women | 132 | 6 | 365 | 70 | 573 | 54 |
| 18. | Economic and social development in Africa | 1 497 | 104 | 317 | 83 | 2 000 | 66 |
| 19. | Economic and social development in Asia and the Pacific | 1 999 | 42 | 446 | 424 | 2 911 | 59 |
| 20. | Economic development in Europe | 2 047 | 15 | 432 | 196 | 2 691 | 84 |
| 21. | Economic and social development in Latin America and the Caribbean | 2 501 | 406 | 103 | 777 | 3 786 | 64 |
| 22. | Economic and social development in Western Asia | 1 347 | 197 | 12 | 39 | 1 595 | 79 |
| 24. | Human rights | 7 553 | 37 | 4 138 | 306 | 12 034 | 75 |

| Section | | Regular budget | | Extrabudgetary | | | |
|---|---|---|---|---|---|---|---|
| | | Professional | Consultant | Professional | Consultant | Grand total | Q[a] |
| 25. | International protection, durable solutions and assistance to refugees | 1 409 | 65 | 453 | 20 | 1 947 | 72 |
| 26. | Palestine refugees[b] | 3 720 | – | 2 776 | – | 6 496 | |
| 27. | Humanitarian assistance | 342 | 8 | 663 | 68 | 1 081 | 75 |
| 28. | Public information | 7 312 | 28 | 193 | – | 7 534 | 98 |
| 29A. | Office of the Under-Secretary-General for Management | 689 | – | 1 499 | – | 2 189 | 5 |
| 29B. | Office of Programme Planning, Budget and Accounts | 1 713 | – | 2 342 | – | 4 055 | 41 |
| 29C. | Office of Human Resources Management | 1 767 | 161 | 590 | 79 | 2 596 | 6 |
| 29D. | Office of Central Support Services | 1 094 | – | 36 | – | 1 130 | 84 |
| 29E. | Office of Information and Communications Technology | 2 754 | 1 184 | 204 | 616 | 4 759 | <1 |
| 29F. | Administration, Geneva | 1 684 | – | 1 098 | – | 2 782 | 4 |
| 29G. | Administration, Vienna | 500 | 29 | 536 | 8 | 1073 | <1 |
| 29H. | Administration, Nairobi | 769 | – | 118 | 42 | 928 | <1 |
| 30. | Internal oversight | 2 166 | 32 | 2 105 | 31 | 4 335 | 9 |
| 34. | Safety and security | 1 612 | 3 | 20 | 128 | 1 762 | 43 |
| | **Total** | **90 838** | **3 579** | **41 698** | **15 946** | **152 061** | **41** |

[a] "Q" represents the percentage of work-months devoted to quantifiable outputs.

[b] Palestine refugees (section 26) uses 30,000 local area staff (including doctors, nurses, teachers and relief workers) paid from voluntary contributions; these local area staff are considered neither Professional staff nor consultants, as a result of which their work-months are not taken into account in the calculations shown in tables 7 and 8.

91. Of the total work-months (152,061): 41 per cent (61,838) were devoted to the implementation of quantifiable outputs (quantifiable outputs are listed under the first two major output categories (six subcategories) in table 8): 15 per cent (22,146) were utilized in the servicing of intergovernmental and expert bodies; and 26 per cent (39,692) were used to complete other substantive activities. Furthermore, 59 per cent (90,224) of the total number of work-months were used in the delivery of technical cooperation outputs and conference services. Table 8 shows the distribution of work-months, by major category of output, for the biennium 2016–2017.

Table 8

**Distribution of work-months by category of output during the biennium 2016–2017**

| Output category | Regular budget | Percentage | Extrabudgetary | Percentage | Grand total | Percentage |
|---|---|---|---|---|---|---|
| **Servicing of intergovernmental and expert bodies** | **16 640** | **18** | **5 506** | **10** | **22 146** | **15** |
| Substantive servicing of meetings | 6 893 | 7 | 2 246 | 4 | 9 138 | 6 |

| Output category | Regular budget | Percentage | Extrabudgetary | Percentage | Grand total | Percentage |
|---|---|---|---|---|---|---|
| Parliamentary documentation | 6 506 | 7 | 2 202 | 4 | 8 708 | 6 |
| Expert groups, rapporteurs and depository services | 3 241 | 3 | 1 059 | 2 | 4 299 | 3 |
| **Other substantive activities** | **26 686** | **28** | **13 006** | **23** | **39 692** | **26** |
| Recurrent publications | 3 935 | 4 | 777 | 1 | 4 712 | 3 |
| Non-recurrent publications | 2 994 | 3 | 1 588 | 3 | 4 582 | 3 |
| Other substantive activities | 19 756 | 21 | 10 641 | 18 | 30 397 | 20 |
| **Technical cooperation** | **12 131** | **13** | **27 354** | **47** | **39 485** | **26** |
| Advisory services | 2 593 | 3 | 9 562 | 17 | 12 155 | 8 |
| Training courses, seminars and workshops | 2 414 | 3 | 3 874 | 7 | 6 288 | 4 |
| Fellowships and grants | 120 | <1 | 34 | <1 | 154 | <1 |
| Field projects | 7 004 | 7 | 13 883 | 24 | 20 887 | 14 |
| **Conference services, administration, oversight** | **38 961** | **41** | **11 778** | **20** | **50 739** | **33** |
| Conference services, administration and oversight | 38 961 | 41 | 11 778 | 20 | 50 739 | 33 |
| **Total** | **94 417** | **100** | **57 644** | **100** | **152 061** | **100** |

## H. Gender mainstreaming

92. During the biennium 2016–2017, UN-Women contributed to the normative work carried out on gender mainstreaming by preparing the annual reports of the Secretary-General to the Economic and Social Council on mainstreaming a gender perspective into all policies and programmes in the United Nations system and supporting negotiations on related draft resolutions. The important and continued extensive work carried out by UN-Women for more effective and coherent gender mainstreaming across the United Nations was welcomed by the Council in its resolution 2017/9 on mainstreaming a gender perspective into all policies and programmes in the United Nations system.

93. To further enhance gender mainstreaming across the United Nations system, UN-Women supported the roll-out of new gender mainstreaming policies and the updating of existing policies within United Nations entities. UN-Women also worked through the Inter-Agency Network on Women and Gender Equality to ensure the integration of gender perspectives into activities and outcomes.

94. At the country level, UN-Women enhanced efforts on mainstreaming gender into United Nations common programming, including by playing a leading role in the development of the new UNDAF guidance for United Nations country teams, as well as working with the United Nations Development Group on the updating of its publication, "Resource Book for Mainstreaming Gender in United Nations Common Programming at the Country Level", and its new publication "Resource Guide for Gender Theme Groups". In addition, jointly with UNDP, and in the context of the work of the Development Group, UN-Women led the finalization process for the new gender balance scorecard developed for United Nations country teams under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women.

95. During the biennium 2016–2017, accountability for gender mainstreaming was enhanced through the implementation of the United Nations System-wide Action Plan, which contains a set of 15 common measures or performance indicators on gender equality. These tools are used by the entities of the United Nations system both as aspirational goals and as ways to measure progress in achieving gender equality in their work. As of December 2017, 65 United Nations entities, including departments and offices of the Secretariat, or more than 90 per cent of the total number of United Nations entities, had reported on activities under the Action Plan for four consecutive years. Their annual reports to UN-Women provided a systematic picture of progress, strengths, challenges and trends, including with respect to the capacity, resources and direction required to attain the defined performance standards by the 2017 deadline of the Action Plan. In 2018, a strengthened and updated Framework for the Action Plan, which raises the bar for accountability and results for the United Nations system for the next five years, will be rolled out system-wide. The updated Framework will extend the reach of the previous version by including new performance indicators on gender-related and Sustainable Development Goal-relevant results, including on leadership, and will update the previous performance indicators.

96. As in the previous biennium, the programme budget for 2016–2017 was prepared bearing in mind the objective of making certain that awareness of gender perspectives was translated into activities at the operational level (see General Assembly resolution 56/132). Consequently, programme managers were to give visible attention to gender dimensions in the formulation of expected accomplishments and indicators of achievement as part of their work programmes.

97. During the biennium 2016–2017, United Nations programmes reported on the implementation of a total of 3,682 training courses and seminars and the awarding of 157 fellowships in the category of technical cooperation activities. Out of the total number of beneficiaries of training courses, seminars and fellowships, 36 per cent were women, compared with 39 per cent in the biennium 2014–2015 and 43 per cent in the biennium 2012–2013.

Table 9
**Male and female beneficiaries of training courses, seminars and fellowships during the biennium 2016–2017**

| | *Training courses and seminars* | | | *Fellowships* | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | *Participants* | | | *Recipients* | | *Total participants and recipients* | | |
| *Budget section* | *Training courses and seminars completed* | *Female* | *Male* | *Total fellowships awarded* | *Female* | *Male* | *Female* | *Male* | *Percentage female* |
| 3. Political affairs | 24 | 113 | 262 | – | – | – | 113 | 262 | 30 |
| 4. Disarmament | 33 | 691 | 1 163 | 2 | 29 | 21 | 720 | 1 184 | 38 |
| 5. Peacekeeping operations | 37 | 428 | 1 034 | – | – | – | 428 | 1 034 | 29 |
| 6. Peaceful uses of outer space | 25 | 684 | 1 773 | 12 | 6 | 17 | 690 | 1 790 | 28 |
| 8. Legal affairs | 35 | 583 | 730 | 24 | 9 | 15 | 592 | 745 | 44 |
| 9. Economic and social affairs | 103 | 3 562 | 5 009 | 39 | 68 | 104 | 3 630 | 5 113 | 42 |

| | Training courses and seminars | | | Fellowships | | | Total participants and recipients | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Participants | | | Recipients | | | | |
| *Budget section* | *Training courses and seminars completed* | *Female* | *Male* | *Total fellowships awarded* | *Female* | *Male* | *Female* | *Male* | *Percentage female* |
| 11. United Nations support for the New Partnership for Africa's Development | 10 | 1 350 | 1 600 | – | – | – | 1 350 | 1 600 | 46 |
| 12. Trade and development | 427 | 8 872 | 13 646 | – | – | – | 8 872 | 13 646 | 39 |
| 13. International Trade Centre | 1 032 | 14 134 | 20 537 | – | – | – | 14 134 | 20 537 | 41 |
| 14. Environment | 26 | 614 | 1 034 | – | – | – | 614 | 1 034 | 37 |
| 15. Human settlements | 240 | 3 301 | 17 621 | – | – | – | 3 301 | 17 621 | 16 |
| 16. International drug control, crime prevention and criminal justice | 384 | 2 170 | 8 749 | – | – | – | 2 170 | 8 749 | 20 |
| 18. Economic and social development in Africa | 54 | 468 | 1 398 | 54 | 33 | 26 | 501 | 1 424 | 26 |
| 19. Economic and social development in Asia and the Pacific | 24 | 1 036 | 1 983 | – | – | – | 1 036 | 1 983 | 34 |
| 20. Economic development in Europe | 184 | 4 740 | 8 806 | – | – | – | 4 740 | 8 806 | 35 |
| 21. Economic and social development in Latin America and the Caribbean | 63 | 1 507 | 1 379 | – | – | – | 1 507 | 1 379 | 52 |
| 22. Economic and social development in Western Asia | 3 | 35 | 52 | – | – | – | 35 | 52 | 40 |
| 24. Human rights | 187 | 3 257 | 4 330 | 26 | 58 | 38 | 3 315 | 4 368 | 43 |
| 25. International protection, durable solutions and assistance to refugees | 40 | 997 | 1 230 | – | – | – | 997 | 1 230 | 45 |

| | *Training courses and seminars* | | | *Fellowships* | | | *Total participants and recipients* | | |
|---|---|---|---|---|---|---|---|---|---|
| | | *Participants* | | | *Recipients* | | | | |
| *Budget section* | *Training courses and seminars completed* | *Female* | *Male* | *Total fellowships awarded* | *Female* | *Male* | *Female* | *Male* | *Percentage female* |
| 27. Humanitarian assistance | 43 | 1 398 | 3 067 | – | – | – | 1 398 | 3 067 | 31 |
| 28. Public information | 340 | 2 590 | 2 532 | – | – | – | 2 590 | 2 532 | 51 |
| 29A. Office of the Under-Secretary-General for Management | 36 | 310 | 374 | – | – | – | 310 | 374 | 45 |
| 29B. Office of Programme planning, Budget and Accounts | 20 | 247 | 357 | – | – | – | 247 | 357 | 41 |
| 29D. Office of Central Support Services | 81 | 1 621 | 5 603 | – | – | – | 1 621 | 5 603 | 22 |
| 30. Internal oversight | 2 | 12 | 18 | – | – | – | 12 | 18 | 40 |
| 34. Safety and security | 229 | 103 667 | 177 327 | – | – | – | 103 667 | 177 327 | 37 |
| **Total** | **3 682** | **158 387** | **281 614** | **157** | **203** | **221** | **158 590** | **281 835** | **36** |

## I. Final statement on the delivery of outputs and resource utilization

98. During the biennium 2016–2017, United Nations programmes achieved an implementation rate of 93 per cent for mandated outputs ($I_M$), which was one percentage point lower than the rate achieved in the biennium 2014–2015. The total implementation rate ($I_T$) was 94 per cent in the biennium 2016–2017, which is the same as in the previous biennium. Outputs in all categories were delivered using a total of 152,061 work-months, of which 62 per cent were financed from the regular budget and 38 per cent from extrabudgetary resources, as was the case in the previous biennium.

# IV. Programme performance by section of the programme budget

## Section 2
## General Assembly and Economic and Social Council affairs and conference management

**Highlights of programme results**

The Department for General Assembly and Conference Management continued to facilitate the effective functioning of the Organization's intergovernmental bodies at all four conference-servicing duty stations, New York, Geneva, Vienna and Nairobi, and to ensure multilingualism through high-quality interpretation and the translation of documentation into all six official languages. The Department serviced over 68,000 meetings worldwide, over 14,500 of which were provided with interpretation, including 1,291 meetings of the Security Council and its subsidiary bodies. Compared with the 2014–2015 biennium, the total number of meetings held at all duty stations increased by 4 per cent (5 per cent increase in New York and Geneva; 11 per cent increase in Vienna; and 6 per cent decrease in Nairobi). The overall documentation workload differed among duty stations owing to a number of factors, including the non-recurrence of major conferences and budgetary constraints. Globally, the documents submission compliance rate, that is, the percentage of documents submitted on or before the slot dates was 90 per cent.

**Challenges and lessons learned**

The late submission of documentation of the Fifth Committee remained a challenge. The Department for General Assembly and Conference Management led successful efforts to establish a proactive documentation schedule for the Committee during the main part of the General Assembly, in full consultation with the author departments/offices and the secretariats of the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions. Because the fall session of the Advisory Committee and the main session of the Fifth Committee overlapped, issuance of the reports of the Advisory Committee in time for their consideration by the Fifth Committee put pressure on the Department. Moreover, the submission of unplanned high-priority, and at times lengthy, documents, requiring rush processing, remained a challenge for the Department at all four duty stations. At certain times, processing resources had to be dedicated to high-priority documents to ensure their on-time issuance for meetings, even if those documents were submitted late or exceeded word limits. In some cases, this delayed the processing and issuance of documents submitted on time and within the word limits. The Department continues to collaborate with author departments/offices responsible for unplanned documents to reach agreement on issuance dates. The timely issuance of documents can only be achieved if all author departments/offices commit to mandated submission timelines and concise writing to comply with word limits. That message was conveyed to the heads of all author departments/offices by the Under-Secretary-General for General Assembly and Conference Management in her biannual memos on the planning and slotting of pre- and post-session documents for meetings.

99. The above-cited results are based on the implementation of 89 per cent of 1,646 mandated, quantifiable outputs, compared with 98 per cent in the previous biennium. The relatively lower rate of output implementation is mainly due to terminated outputs in the substantive servicing of meetings category because of

reduced demand for meetings by relevant intergovernmental bodies (see also para. 69 above).

100. The number of additional outputs implemented at the initiative of the Secretariat decreased from seven in the biennium 2014–2015 to zero in the biennium 2016–2017.

101. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 2) and Corr.1).

### Executive direction and management

*(a) Programme of work is effectively managed*

102. During the biennium 2016–2017, the Department implemented 89 per cent of all quantifiable outputs mandated for the biennium, and ensured the effective management of its documents and meetings. The relatively lower rate of output implementation was mainly due to the termination of outputs in the substantive servicing of meetings category as a result of the reduced number of meetings required by intergovernmental bodies.

*(b) Timely submission of documentation*

103. The Department's rate of timely submission was 100 per cent for both Secretariat and non-Secretariat reports. The Department is continuing its efforts to ensure that the guidelines on page limits are met, as agreed by Member States, and to facilitate the submission of documents 10 weeks before the required date for meetings, including issuance in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies.

## 1. Conference management, New York

### Subprogramme 1
### General Assembly and Economic and Social Council affairs

*(a) Improved organizational and procedural aspects of meetings servicing and enhanced substantive and enhanced substantive and technical secretariat support to contribute to the deliberations and meetings of intergovernmental bodies and United Nations conferences*

104. The General Assembly and Economic and Social Council Affairs Division continued to maintain and improve web portals for the First, Second, Third and Fourth Committees. The posting of draft resolutions and a schedule of meetings on the website of the General Assembly and the uploading of draft documentation on Committee's QuickPlace for Member States provided alternative ways of reaching out to clients and the public. The eDelegate portal was enhanced and is now a streamlined electronic platform containing tools and documentation related to the work of the meetings of the plenary and Main Committees of the General Assembly, including the co-sponsorship of draft resolutions. No complaints were received from representatives of Member States (biennial target: zero). Compliance regarding the submission deadline for reports of the intergovernmental bodies serviced by the Department for General Assembly and Conference Management was 100 per cent in 2016 and 95 per cent in 2017 (biennial target: 100 per cent).

*(b) Timely and effective implementation of the programme of work by the intergovernmental bodies serviced by the Department*

105. The Division achieved 100 per cent compliance in 2016 and 95 per cent compliance in 2017 with the target for the timely preparation and submission of final

reports for intergovernmental meetings serviced by the Department for General Assembly and Conference Management (biennial target: 100 per cent). Equal treatment was given to all languages.

### Subprogramme 2
### Planning and coordination of conference services

*(a) Improved quality of conferences*

106. The Department continued to encourage Member States and observers to provide feedback on the quality of conference services and to submit written comments and complaints to the Department through global surveys and at informational meetings. The General Assembly and Economic and Social Council Affairs Division received no complaints from representatives of Member States to intergovernmental bodies or from members of expert bodies through its annual global electronic surveys, and therefore met the biennial target in this regard. The integrated global management rule was applied, where feasible, to all conferences and meetings held away from Headquarters. All meetings planned with interpretation were held (biennial target: 100 per cent); 94 per cent of meetings planned without interpretation were held (biennial target: 100 per cent); 96 per cent of requests for interpretation services "as required" bodies were met (biennial target: 100 per cent); and 98 per cent of documents submitted on time and within word limits were issued in accordance with the mandated time frame (biennial target: 99 per cent). All requests for meeting rooms were met.

*(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States*

107. The Department continued to strive to satisfy requests for interpretation services for meetings of regional and other major groupings of Member States. The percentage of meetings held with interpretation services stood at 89 per cent (biennial target: 95 per cent) as compared with 87 per cent in the biennium 2014–2015. It is emphasized that meetings of regional and other major groupings of Member States are provided with interpretation strictly on an "if available" basis, by using services released from cancelled meetings or when excess capacity is available.

### Subprogramme 3
### Documentation services

*(a) High-quality referencing, editing, translation, précis-writing and text-processing of parliamentary documentation and other written materials in all official languages, ensuring due respect for the specificity of each language*

108. During the biennium, 15 informational meetings were held with delegations to discuss traditional and innovative ways of maintaining and enhancing the quality of language services, providing the Department with the opportunity to explain to its clients the challenges and dependencies it faces in providing high-quality language services in a timely, cost-effective and efficient manner. Member States expressed general satisfaction with the language and conference services received, and there were no complaints registered during the reporting period. The Documentation Division utilized 100 per cent of its editorial, translation, précis-writing and text-processing capacity and worked on improving quality control over internal and contractual translation.

*(b) Improved cost-effectiveness of editing, translation, précis-writing and text-processing services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions*

109. The editing and translation capacity was fully utilized in the delivery of the core mandated outputs during the biennium 2016–2017. A total of 272,773,112 words were translated during the biennium, of which 46,757,363 words (17 per cent) were translated by contractors (biennial target: 25 per cent). All jobs carried out by contractors were quality controlled by the language services. During the biennium, all contractors were provided with access to the same tools and databases as internal staff, in particular to eLUNa, the computer-assisted translation tool developed by the Department for General Assembly and Conference Management. UNTERM, the United Nations terminology database, continued to be further developed and improved. The Documentation Division utilized 100 per cent of its translation, précis-writing, editing and text-processing capacity (biennial target: 100 per cent) and fully complied with workload standards.

*(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance translation and editorial staff*

110. The global roster (including at the four conference-servicing duty stations) increased by 50.4 per cent for translation and 37.1 per cent for editorial (biennial target: 15 per cent). This figure represents the percentage increases in the contract management application roster, which is shared by all four duty stations. All duty stations are therefore reporting the same figures. In addition, 99 per cent of language combinations were met (biennial target: 100 per cent).

### Subprogramme 4
### Meetings and publishing services

*(a) High-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services in all official languages*

111. The Department continued to encourage Member States, observers and client organizations to provide feedback on the quality of interpretation, verbatim reporting and publishing services. Member States expressed general satisfaction with the interpretation and conference services received. No complaints were received from Member States or client departments regarding the quality of interpretation or publishing services (biennial target: 0).

*(b) Increased cost-effectiveness of interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions*

112. The Interpretation Service maintained its high utilization rate while further decreasing reliance on non-local recruitment, the most expensive source of capacity. The Verbatim Reporting Service continued producing its high average output per verbatim reporter and prepared for contractual outsourcing, a future efficient mode of processing verbatim records. PaperSmart services were provided to official United Nations meetings requesting such service, including at the seventy-first and seventy-second sessions of the General Assembly. Compliance with the workload standards for interpretation increased to 90 per cent during the biennium (biennial target: 100 per cent), compared to 84 per cent during the biennium 2014–2015. Compliance with the workload standards for verbatim reporting was 100 per cent; for copy-editing 62 per cent; and for desktop publishing 93 per cent (biennial targets for verbatim reporting, copy-editing and desktop publishing: 100 per cent). In this regard, it should

be noted that, in the biennium 2014–2015, compliance with workload standards for desktop publishing was 83 per cent. At present, 100 per cent of printing is digital printing (biennial target: 100 per cent) and all documents (100 per cent) are available simultaneously in all six official languages in an accessible format (biennial target: 100 per cent). As at the end of 2017, there were 70,112 users with e-subscription accounts (biennial target: 45,000). During the reporting period, 90 per cent of capacity utilization was achieved for interpretation and 100 per cent for verbatim reporting (biennial targets: 100 per cent).

*(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance interpretation and verbatim staff*

113. Successful in-house training initiatives and internships contributed to the inflow of young talent into the language professions. The freelance roster for interpretation staff did not expand (biennial target: 15 per cent) but rather contracted by 25 per cent over the course of the biennium as the result of the implementation of an intensive training programme to strengthen capacity and to reduce the need for temporary assistance. There was no imbalance across language combinations and the target for this was fully met (biennial target: 100 per cent).

## 2. Conference management, Geneva

### Subprogramme 2
### Planning and coordination of conference services

*(a) Improved quality of conferences*

114. During the reporting period, 87 per cent of a total of 315 respondents rated the overall quality of conference services provided by the Division of Conference Management as "good" or "very good". No complaints about the quality of services were received. In 2017, the secretariat of the United Nations Framework Convention on Climate Change sent a letter commending the quality and professionalism of conference services provided by the Division. During the biennium, the Division serviced 11 of its meetings away from the United Nations Office at Geneva and cooperated with other duty stations in providing support for their meetings. The Office also took part in servicing many meetings that were serviced by the Department for General Assembly and Conference Management where the proximity rule was applied. All 6,582 planned meetings with interpretation were held, and all 17,116 planned meetings without interpretation were held. The only body with an "as required" status at the Office at Geneva is the Human Rights Council. During the period under review, 115 as-required meetings were requested by the Council, and all 115 were provided with interpretation. Hence, the rate of implementation was 100 per cent. The Division successfully provided all mandated accessible conference services to the Committee on the Rights of Persons with Disabilities The issuance compliance rate of the Division reached 99.3 per cent in 2017.

*(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States*

115. In the biennium 2016–2017, 60 per cent out of 194 requests for meetings with interpretation from regional and other major groupings of Member States were met (biennial target: 85 per cent). Of the 194 requested meetings, 116 meetings were provided with interpretation, 43 requests were denied (as the requested services were not available) and the remaining meetings were either cancelled by the client or held without interpretation. The Division provided adequate conferencing facilities for all

requests received from regional and other major groupings of Member States, thereby meeting the biennial target.

### Subprogramme 3
### Documentation services

*(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, in all official languages, ensuring due respect for the specificity of each language*

116. During the reporting period: approximately 456,000 pages of official documents and publications were translated by the Languages Service; the Contractual Work Unit contracted the translation of more than 77,000 pages; the Text Processing Units processed over 511,000 pages; and the Editing Section processed over 57,000 pages of documentation. In its 2017 report, the International Law Commission recommended that the General Assembly express its satisfaction with the remarkable progress achieved in the past few years in catching up with the backlog of the *Yearbook of the International Law Commission* in all six languages, and that it welcome the efforts made by the Division, especially the Editing Section of the United Nations Office at Geneva, in the effective reduction of the backlog. Based on the results of an internal survey, approximately 92 per cent of 328 respondents gave a rating of "good" or "very good" for the overall linguistic quality of documentation processed by the Division. There were no complaints received from Member States as to the quality of conference services provided by the Office.

*(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions*

117. The text-processing, editing and translation staff in the Division produced at or above the current United Nations workload standards throughout the biennium 2016–2017. The proportion of translation done contractually at the Office stands at 17 per cent, with over 125 million words completed in-house and over 25 million words completed contractually. The Division did not achieve 100 per cent capacity utilization for editing, primarily due to a change in the way the performance for this indicator is measured. The methodology for measuring performance was harmonized with the methodology used by the Department for General Assembly and Conference Management at Headquarters.

*(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance translation and editorial staff*

118. In the biennium 2016–2017, the common roster of translators, shared by all duty stations, was expanded by 50 per cent and the common roster of editors was expanded by 37 per cent. The balance across language combinations was 99.6 per cent for translators and 100 per cent for editors (100 per cent means that there were no missing language combinations).

### Subprogramme 4
### Meetings and publishing services

*(a) High-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services, in all official languages*

119. During the reporting period, over 23,500 meetings were held, out of which 6,582 were held with interpretation and 17,116 without interpretation. On average, more than 13 meetings were held with interpretation per working day during the biennium. The results of the Division's internal survey indicated that 91 per cent of the 205

respondents gave a rating of "good" or "very good" for the overall quality of the interpretation services provided by the Division. The Division received one written complaint from a Member State regarding the quality of interpretation services provided at meetings held in January 2016. As a mark of recognition for the high quality of the Division's publishing services, the *2016 Annual Report of the United Nations Office at Geneva* was awarded a gold medal by the League of American Communications Professionals in international competition.

*(b) Increased cost-effectiveness of interpretation, copy-editing, desktop publishing, printing, distribution and meetings services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions*

120. The United Nations Office at Geneva achieved a capacity utilization rate of interpretation services of 84 per cent in the biennium 2016–2017, a figure consistent with the benchmark of 80 per cent, 100 per cent being infeasible given the need for standby capacity to service urgent talks, including on the situation in the Syrian Arab Republic and similar meetings, the late cancellation of meetings or of certain language combinations for meetings, as well as the uneven distribution of meetings over the calendar year. During the biennium, over 233 million pages were printed, over 82 million (35 per cent) of which were printed on demand: all official documents were issued using digital printing and were made available in electronic form. Publications are printed using the most economical form of printing, which depends on the size of the print run. During the biennium, 99.8 per cent of documents were distributed simultaneously in all six official languages.

*(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance interpretation and verbatim staff*

121. The number of freelancers on the roster of the interpreters assignment programme module (eAPG module) was increased by 22 per cent during the biennium (biennial target: 15 per cent). All meetings held were provided with the requested interpretation services, and the Office is therefore reporting a 100 per cent compliance rate, with no imbalances.

### 3. Conference management, Vienna

#### Subprogramme 2
#### Planning and coordination of conference services

*(a) Improved quality of conferences*

122. Feedback regarding the quality of services provided is received via client surveys, active dialogue and meetings with clients, notably the Permanent Missions of Member States. The Conference Management Service received no complaints (biennial target: 0) from clients during the biennium 2016–2017 regarding the planning and coordination of conference services. The integrated global management rule was applied in all cases (100 per cent) (biennial target: 100 per cent) to allow for the joint servicing of all meetings held away from the United Nations Office at Vienna. The gap between the number of meetings planned and the number of meetings held was zero, with the indicator showing 100 per cent for meetings with interpretation and 100 per cent for meetings without interpretation (biennial target: 100 per cent). While some planned meetings were cancelled, the number of meetings added was nearly three times the number of meetings cancelled. These results are reflective of the growth in the role of the Office as a United Nations conference hub. The Planning, Coordination and Meetings Section reported that 80 per cent of documents (biennial target: 75 per cent) had been submitted on time and within the

established word limits and issued in accordance with the six-week rule. That target was exceeded owing to the following factors: improvement in document submission compliance; coordination with and within servicing sections; the continued development of documents application capabilities; and increased understanding of client needs arising from continuing dialogue with client secretariats.

*(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States*

123. During the biennium, 100 per cent of the meetings requested by regional and other major groupings of Member States (biennial target: 100 per cent) were held and provided with adequate conference services.

### Subprogramme 3
### Documentation services

*(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, in all official languages, ensuring due respect for the specificity of each language*

124. Feedback is received via client surveys, active dialogue and meetings with clients, notably the Permanent Missions of Member States. The Service met its goal, receiving no complaints during the biennium 2016–2017 from clients regarding the quality of editorial, translation and text-processing services.

*(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions*

125. The Conference Management Service utilized contractual translation at a rate of 37.3 per cent in the biennium 2016–2017 (biennial target: 45 per cent), lower than the target, given the volume of workload received from clients (44.6 million words). The results were comparable to the biennium 2014–2015, when 37 per cent of the 43.9 million words were translated contractually. It should be noted that the reported figure reflects a high degree of production flexibility. While theoretically it is possible to increase the share of contractual translation, the primary objective of the Service is to fully utilize its regular in-house staff before tapping into flexible external capacity, consisting of contractors and short-term staff, and to ensure the high quality of outsourced translation.

*(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance translation and editorial staff*

126. The freelance staff rosters in all languages increased by 50.4 per cent for translation (biennial target: 15 per cent) and 37.1 per cent for editing (biennial target: 15 per cent) in the biennium (in the common roster across all conference-servicing duty stations). Imbalances in language combinations at the United Nations Office at Vienna were virtually non-existent, with the regular staff having the language combinations needed to process 98.6 per cent of the workload. The remaining 1.4 per cent consisted of not frequently encountered language combinations, for example from Arabic to Chinese or from Spanish to Arabic.

### Subprogramme 4
### Meetings and publishing services

*(a) High-quality interpretation, desktop publishing, publishing and meetings services in all official languages*

127. The Service received no complaints from meeting participants regarding the quality of meetings and publishing services (biennial target: 0).

*(b) Increased cost-effectiveness of interpretation, desktop publishing, publishing and meetings services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions*

128. The utilization rate for interpretation reached 84.8 per cent (biennial target: 100 per cent) as it continues to be negatively affected by periods when few or no meetings are held, for example around the winter holidays and in midsummer. However, the result was a considerable improvement over the 78 per cent utilization rate in the biennium 2014–2015. During the biennium, 100 per cent of the printing done in the Vienna Office (biennial target: 100 per cent) was digital, and 100 per cent of documents were made available simultaneously in electronic form in the six official languages (biennial target: 100 per cent).

*(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance interpretation staff*

129. The freelance staff rosters in all languages increased by 35 per cent (biennial target: 15 per cent) for interpreters in the biennium 2016–2017 (Vienna roster only).

## 4. Conference management, Nairobi

### Subprogramme 2
### Planning and coordination of conference services

*(a) Improved quality of conferences*

130. The Division of Conference Services provided quality conference services to all the clients serviced in the biennium 2016–2017. During the biennium 7,724 meetings were serviced (biennial target: 8,059) an implementation rate of 96 per cent. In two global e-surveys, carried out as mandated, no complaints were received on the quality of planning and coordination of conference services provided (biennial target: 0). To supplement the two global e-surveys, the Division carried out four additional surveys in real time, in which 93 per cent of respondents rated the quality of services provided as good or very good. All meetings subject to the application of the proximity rule were 100 per cent serviced in accordance with the rule through collaboration with other conference management duty stations and regional commissions (biennial target: 100 per cent). Moreover, 77 per cent of documents were submitted by author departments on time and within page limits (biennial target: 100 per cent). This is a 6 per cent improvement over the prior biennium. The documents were processed by the Division and 100 per cent were issued simultaneously, thus giving equal treatment to all official languages.

*(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States*

131. The Division fully met all requests by regional groups and other major groupings of Member States. Of those meetings for which interpretation was requested, 100 per cent were serviced (biennial target: 85 per cent). Adequate

conference facilities were provided to clients, as requested, and 100 per cent of requests were met (biennial target: 100 per cent). During the biennium, 929 meetings of regional and other groupings were held.

### Subprogramme 3
### Documentation services

*(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials in all official languages, ensuring due respect for the specificity of each language*

132. Results from two global e-surveys indicated the satisfaction of representatives of Member States with the conference services provided. There were no complaints during the biennium (biennial target: 0). To supplement the global e-surveys with real time surveys, the Division carried out four additional surveys during the biennium for meetings held in Cairo, Geneva and Nairobi: 97 per cent of the respondents rated the documentation services provided by the Division as good to excellent; 1 per cent as fair; and only 2 per cent rated the services as poor.

*(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions*

133. The Division translated a total of 14.3 million words. The Division continued to maintain the most optimal mix of resources both internal and external to provide cost-effective documentation services. Of the total number of documents, 52 per cent were externally translated (biennial target: 45 per cent). The high quality of these translated documents was maintained through selection of most high-quality external translators and self-revisers and by ensuring that there was adequate internal quality control over such documents. The Division achieved 91 per cent compliance with workload standards in translation (biennial target: 100 per cent) and editing workload standards compliance was above the biennial target (biennial target: 100 per cent). Text-processing compliance was 66 per cent (biennial target: 100 per cent). Such high rates of compliance with workload standards ensured that 94 per cent of the documents were processed within the required time frame. Capacity utilization for translation was 91 per cent (biennial target: 100 per cent); editing 92 per cent (biennial target: 100 per cent) and text processing 66 per cent (biennial target: 100 per cent). The main impact on capacity utilization was due to peaks and valleys in the submission of documents.

*(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance translation and editorial staff*

134. The Division recruited external capacity to supplement available internal resources and all documents requested and submitted within agreed time frames were provided with translation and editorial services. The common roster of translation was expanded by 50 per cent in the biennium (biennial target: 15 per cent) and for editing, by 37 per cent (biennial target: 15 per cent). There was no language imbalance in documents submitted for editing and translation, and 100 per cent of documents submitted were processed owing to the increased capacity of freelance resources available from the roster (biennial target: 100 per cent).

### Subprogramme 4
### Meetings and publishing services

*(a) High-quality interpretation, desktop publishing, publishing and meetings services in all official languages*

135. The Department for General Assembly and Conference Management conducted two global e-surveys, as mandated: there were no written complaints on the quality of conference services provided (biennial target: 0). To supplement the global e-surveys with real time surveys, the Meetings and Publishing Division carried out four additional surveys during the biennium for meetings held in Cairo, Geneva and Nairobi. Of the replies received, 94 per cent of the recipients of meetings and publishing services provided by the Division rated the services as good to excellent; 5 per cent as fair; while only 1 per cent rated the services as poor.

*(b) Increased cost-effectiveness of interpretation, desktop publishing, publishing and meetings services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions*

136. The United Nations Office at Nairobi provided meetings and publishing services as requested by its clients. The Division applied the proximity rule, as applicable, for all conferences held away from Nairobi, which increased the efficiency of their services. Compliance with workload standards for interpretation was 91 per cent (biennial target: 100 per cent); capacity utilization of interpretation services was 68 per cent (biennial target: 100 per cent). Even though it could not be adhered to 100 per cent of the time, the proximity rule allowed the interpretation services to contribute significantly to savings during the biennium. This had some impact on capacity utilization. All documents that were suited for digital printing were digitally printed (49 per cent of the total) (biennial target: 55 per cent). The target was not met because there were requests for a number of documents that could only be printed from the offset printer. During the biennium, 100 per cent of documents submitted for processing were issued simultaneously in all languages (biennial target: 100 per cent).

*(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance translation and editorial staff*

137. The Division recruited external capacity to supplement available internal resources, as a result of which all requests for meetings to be provided with interpretation services were met. The roster of interpreters was expanded by 37 per cent (biennial target: 15 per cent). The ability to recruit freelance staff based on proximity to the conference contributed to the increased efficiency of those meetings. The expansion of the roster also ensured that all requests for interpretation in various language combinations for meetings were met. There was thus no imbalance across language combinations and the target was fully met (biennial target: 100 per cent).

## Section 3
## Political affairs

**Highlights of programme results**

In 2017, the Department of Political Affairs supported the Secretary-General's call for a surge in diplomacy for peace and continued to provide support to Member States in helping them to develop their own conflict prevention and mediation capacities. The Department continued to respond to requests from Member States and regional organizations for support for peace processes, 85 per cent of which resulted in preventing, mitigating or resolving conflict situations. The signing of the United

Nations-African Union Framework for Enhanced Partnership in Peace and Security on 19 April 2017 is an example of the commitment to closer cooperation between the two organizations. In 2017, the Department provided and coordinated United Nations electoral assistance to roughly 70 Member States, at their request or on the basis of Security Council mandates. These included a number of cases where the risk of elections-related violence had to be mitigated. The Department has also taken steps to enhance United Nations partnerships with regional organizations on electoral matters. The Department continues to implement its 15 commitments in the area of women and peace and security arising from relevant Security Council resolutions, and has systematically integrated gender considerations into its work.

**Challenges and lessons learned**

The increase in the workload of the Security Council, including an 8.9 per cent increase in the number of meetings and 11.7 per cent increase in the issuance of documentation, continues to put pressure on the ability of the Security Council Affairs Division to implement its mandate. The Department has continued to enhance its capacity in the areas of planning, evaluation and lessons learned to improve organizational effectiveness and performance. The Department has also continued to take steps to enhance internal communication as well as to further strengthen its partnership with other actors within the United Nations system, in line with its global mandate and activities, and it has continued to enhance communication with Member States through formal and informal briefings.

138. The above-cited results are based on the implementation of 85 per cent of 1,181 mandated, quantifiable outputs, in the biennium 2016–2017 compared with 95 per cent in the previous biennium. A relatively lower implementation rate of mandated outputs was mainly due to terminations of substantive servicing of meetings. 122 out of 283 meetings were terminated, as fewer meetings compared with planned were required by relevant intergovernmental committees during the biennium. Under subprogramme 6, Counter-Terrorism Implementation Task Force, a number of United Nations system-wide coordination meetings were terminated due to heavy engagement of the Task Force and the United Nations Counter-Terrorism Centre in implementing General Assembly resolution 71/291, which established the Office of Counter-Terrorism. Moreover, under the United Nations Office to the African Union, planned workshops for 2017 were not implemented owing to capacity constraints within the African Union Commission and staff turnover (see also para. 70 above).

139. The number of additional outputs implemented at the initiative of the Secretariat increased from 23 in the biennium 2014–2015 to 190 in the biennium 2016–2017. The increase in discretionary additional outputs was mainly due to increase in fact-finding missions and contributions to joint outputs.

140. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 3) and Corr.1).

## A. Department of Political Affairs

### Executive direction and management

*(a) Programme of work is effectively managed within available human and financial resources*

141. The Department of Political Affairs, which continued to work towards timely delivery of outputs and services to all clients and interlocutors, was able to deliver on

98 per cent of all requested material and services on or before the deadline, with the remaining 2 per cent submitted shortly after the deadline. The Department made efficient and effective use of its resources, once again achieving a budget implementation rate close to 100 per cent.

*(b) Effective substantive support, management and administration of special political missions, field offices and high-level envoys where the Department of Political Affairs is the lead entity*

142. The Under-Secretary-General for Political Affairs, directly or through the Assistant Secretaries-General and regional divisions, continued to provide regular strategic guidance to all missions mandated under the control of the Department. Integrated task forces or inter-agency task forces have been established for most of the special political missions led by the Department in order to improve coordination within the United Nations system, including among key United Nations stakeholders. As a practice, the Department holds an annual retreat with heads of political components in missions that it leads. The Department also initiated, together with the Department of Peacekeeping Operations, regular retreats of the chiefs of staff of special political missions and continued to submit annual reports of the Secretary-General to the General Assembly on overall policy matters pertaining to special political missions, outlining critical policy questions.

*(c) Increased timeliness of submission of documentation*

143. The Department, which continued to make every effort to improve its coordination with internal offices and with the Department for General Assembly and Conference Management so as to avoid delays in the submission of documentation, achieved consistent improvement in submission compliance. To enhance the timely submission of reports, the Department reviewed relevant resolutions and mandates and discussed dates of submission and issuance with the Department for General Assembly and Conference Management, and continued its efforts to produce reports that are brief and more precise.

### Subprogramme 1
### Prevention, management and resolution of conflicts

*(a) Improved capacity and capability of Member States to identify, prevent and address conflict situations*

144. The Department continued to facilitate efforts to prevent and mitigate conflicts around the world through the monitoring and analysis of evolving situations and also by working together with regional and subregional organizations to that end. Areas of work included: increasing political dialogue and engagement; border controversies; terrorism; humanitarian and human rights issues; mass movements of people; and partnerships and cooperation with other United Nations entities, Member States and regional organizations. The Department also continued to provide support and backstopping to various special political missions and to Special Envoys of the Secretary-General around the world. During the reporting period, the Department responded to all 22 requests by the Member States, regional and international organizations for action to prevent and mitigate conflict, and for the good office efforts of the Secretary-General, meeting the biennial target in this regard. The Department also met the target of having a greater percentage of women members in United Nations mediation support teams, and six women were appointed as Special Representatives, Deputy Special Representatives and Special Envoys of the Secretary-General, above the set target of four.

### *(b) Effective maintenance of peace processes*

145. The Department continued to facilitate efforts towards peace and the prevention and mitigation of conflict by monitoring and assessing global political and security developments around the world. During 2016, the Department met 85 per cent of all requests of Member States and regional organizations for support of peace processes, up from 84 per cent in 2015, which resulted actions to prevent, mitigate or resolve conflict situations. These actions included: support for the resolution of the Cyprus issue; support for the peace process in Colombia and for national dialogue in El Salvador; official visits to the Democratic People's Republic of Korea; and support for the Office in Burundi and the Special Envoy for the Great Lakes region in the implementation of peace, security and cooperation in the Democratic Republic of the Congo and the region. The Africa II Division, in particular, carried out proactive conflict prevention and early warning activities with respect to 27 countries and 13 regional or subregional organizations. Furthermore, 150 peacebuilding projects were implemented (biennial target: 150), an increase over the 136 projects implemented in 2015. The good offices of the Secretary-General were widely used during the biennium, in particular in Asia and the Pacific, the Middle East and West Asia, Africa, the Americas and Europe.

## Subprogramme 2
## Electoral assistance

### *(a) Enhanced capacity of Member States requesting electoral assistance to strengthen their democratic processes and develop, improve and refine their electoral institutions and processes*

146. The Department continued to provide and coordinate United Nations technical electoral assistance to Member States upon their request or based on Security Council mandates. In the biennium 2016–2017, the United Nations Electoral Assistance Division continued to coordinate electoral support to around 70 Member States and conducted over 80 electoral missions. This included needs assessment missions, advisory missions and other types of electoral missions to provide technical electoral assistance to requesting Member States or support to United Nations field missions in their electoral activities. The Division also took a number of steps to enhance the United Nations partnership with other regional and intergovernmental organizations, and, in this regard, it took concrete steps to provide capacity-building and training support to a number of partner organizations. During the reporting period, in almost all cases where Member States requested technical electoral assistance to conduct elections, the United Nations was able to respond positively and to provide such support. In accordance with established policies, needs assessments were conducted prior to providing electoral assistance. Following such assessments, in above 96 per cent of cases, electoral missions/experts were deployed within the required time frame to provide technical support to Member States (biennial target: 96 per cent). Also, in an increasing number of cases (around 80 per cent), electoral needs assessment missions led to the conduct of electoral support projects in requesting Member States (biennial target: 78 per cent).

### *(b) Strengthened system-wide coherence and consistency in the provision of United Nations electoral assistance*

147. Continued efforts were made to strengthen coherence and consistency in the provision of United Nations electoral assistance. In this regard, a policy directive on preventing and mitigating election-related violence was issued and disseminated among the entities of the United Nations system, with the objective of improving the general understanding of the causes of and measures to prevent and mitigate election-

related violence. Another policy directive developed during the reporting period, related to the operation and management of the United Nations roster of electoral experts, was aimed at outlining the procedures for the selection of electoral advisers for fixed-term appointments and other non-staff contracts. At least six other policy-related documents, including the report of the Secretary-General on United Nations electoral assistance (A/72/260), were produced during the reporting period (biennial target: 8). In addition, under the coordination of the Electoral Assistance Division, United Nations entities continued to take part in the meetings of the Inter-Agency Coordination Mechanism for United Nations Electoral Assistance to coordinate electoral activities and discuss the development of electoral policy.

### Subprogramme 3
### Security Council affairs

*(a) Improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings*

148. During the biennium 2016–2017, the Security Council Affairs Division continued to facilitate, through the provision of procedural, technical, analytical and substantive support, the efficient conduct of deliberations and the holding of 552 formal meetings of the Security Council; 430 informal consultations of the Council; 243 meetings of its subsidiary bodies; and the adoption of 138 resolutions and 46 presidential statements. Surveys conducted during the biennium indicated that 100 per cent of respondents rated the services provided by the Division as "excellent" or "good" in terms of the scheduling of meetings, meeting servicing, the provision of procedural advice and research, communication, support to the Office of the President and out-of-hours procedures for the preparation of documentation and emergency meetings. The Council continued to use videoconferences in its work, holding 147 during the biennium. The videoconferences continued to result in time- and cost-savings for the Special Representatives of the Secretary-General and senior officials who are in the field.

*(b) Improved access to information relating to the work of the Security Council and its subsidiary organs*

149. During the biennium, the Division made available, in an advanced version, all 10 parts of the eighteenth (2012–2013) and nineteenth (2014–2015) supplements to the *Repertoire of the Practice of the Security Council* on the Security Council website (http://www.un.org/en/sc/repertoire/index.shtml). Research for the twentieth supplement (2016–2017) is in progress. The subprogramme continued the issuance of its annual "Highlights of Security Council Practice" (2016 and 2017), which contains relevant statistical information on the evolving practice of the Security Council relating to meetings, missions, agenda, decisions, voting and subsidiary bodies, in an interactive and in portable document format (pdf) (http://www.un.org/en/sc/documents/highlights.shtml). The subprogramme continued to enhance the United Nations institutional memory on relevant aspects of the Council's work and maintained and updated the *Repertoire* website in all official languages. In particular, the subprogramme continued, on a quarterly basis, to update the research tools available on the website containing information on mandates related to field missions, sanctions regimes and other restrictions. The number of page views of the online *Repertoire* reached its biennial target of 490,000 and the number of visits to the Council's website reached 19.33 million visits (biennial target: 9.57 million).

*(c) Decisions of the Security Council and its subsidiary organs requiring substantive support by the subprogramme are implemented*

150. During the biennium, the subprogramme facilitated 10 missions of the Security Council and 12 missions of the Council's subsidiary bodies; 100 per cent of missions of the Council and its subsidiary bodies were carried out within the established time frame (biennial target: 100 per cent); and the ability of the Secretariat to propose well-qualified experts in a timely manner in accordance with the performance indicator was rated at 94.5 per cent (biennial target: 100 per cent).

### Subprogramme 4
### Decolonization

*(a) The Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 17 Non-Self-Governing Territories*

151. The Decolonization Unit provided substantive support to the Special Committee on Decolonization and other intergovernmental bodies, including through the preparation of 17 annual working papers on the Non-Self-Governing Territories and other parliamentary documentation (100 per cent of the documents (biennial target: 100 per cent) were submitted and made available for consideration by the relevant bodies in a timely manner) and the holding of a meeting of the Bureau with the Secretary-General in June 2016. Of the four administering Powers, two attended the annual regional seminars in 2016 and one in 2017 and two participated in the annual substantive sessions of the Special Committee in 2016 and 2017. Owing to partial non-compliance on the part of one administering Power with Article 73 *e* of the Charter (information on one Territory was not transmitted to the Secretary-General in the biennium 2016–2017), 94 per cent of Secretariat working papers (biennial target: 100 per cent) were prepared with involvement of the four administering Powers.

### Subprogramme 5
### Question of Palestine

*(a) Heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine through the work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People and the Division for Palestinian Rights*

152. A sustained level of support from the international community for the objectives and programme of work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People and the Division for Palestinian Rights was evidenced by the adoption of four resolutions (biennial target: 4) by the General Assembly. The Division for Palestinian Rights facilitated sustained dialogue between Governments, United Nations bodies, intergovernmental organizations and representatives of civil society on all aspects of the question of Palestine, as evidenced by the Committee's formal and informal meetings, eight international meetings and conferences (biennial target: 8) and the observance of two International Days of Solidarity with the Palestinian People (biennial target: 2) held during the biennium 2016–2017. Cooperation with civil society was further enhanced through the four civil society conferences and consultations organized by the Division (biennial target: 4). International awareness of the question of Palestine was heightened through the issuance of 125 (biennial target: 140) briefing notes, informational materials and other online and print resources.

### Subprogramme 6
### Counter-Terrorism Implementation Task Force[2]

#### *(a) Effective implementation of the United Nations Global Counter-Terrorism Strategy*

153. The Counter-Terrorism Implementation Task Force made concerted efforts to strengthen the process and content of the "All-of-United Nations" approach to counter-terrorism and achieved satisfactory results. The Secretary-General's Plan of Action to Prevent Violent Extremism (see A/70/674) drafted by the Task Force, in consultation with all of its 38 entities and external experts, was launched in 2016, the first year of the Task Force's new five-year programme. The programme ensures clear strategic guidance for the work of the Task Force for the period from 2016 to 2020. During the reporting period, a total of 29 workshops were held across 13 different capacity-building projects, including three capacity-building consultations under the advance passenger information project. The six-week aviation security capacity-building workshop is counted as one project, and its roll-out, done twice, is counted as two. This also includes two workshops carried out by the Counter-Terrorism Committee Executive Directorate, with the support of the United Nations Counter-Terrorism Centre. Under the second indicator of achievement, based on the results of the regional consultations held in Nouakchott in 2016, the Counter-Terrorism Centre is developing a regional Integrated Assistance for Countering Terrorism Framework for the Group of Five for the Sahel, as requested by the Security Council in its resolution 2195 (2014) and by the President of the Security Council in his statement of 8 December 2015 (S/PRST/2015/24), and as encouraged by the fifth review of the United Nations Global Counter-Terrorism Strategy. At the national level, the Counter-Terrorism Centre continued to implement the Integrated Assistance for Countering Terrorism initiative in Mali, and carried out a series of capacity-building activities in January and February 2017. A consultant hired by the Centre was deployed to Bamako to provide assistance to Malian authorities in the development of the national counter-terrorism/prevention of violent extremism strategy, and to ensure its compliance with international standards.

#### *(b) Enhanced collaboration among Member States, entities of the United Nations system, other international and regional organizations, and civil society partners to implement the United Nations Global Counter-Terrorism Strategy*

154. The following actions were taken during the biennium 2016–2017 to ensure that progress was made towards the expected accomplishments: the revitalization of the existing working groups; the development by end of 2016 of new guidelines for strengthening coordination and coherence; and the establishment by the Task Force of two new inter-agency working groups, one on gender and one on strategic communications. The working groups increasingly applied the "All-of-United Nations" approach in the development of their programmes, including, for example, in the context of the work of the Working Group on Foreign Terrorist Fighters. The

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[2] The General Assembly, in its resolution 71/291, decided to establish the Office of Counter-Terrorism, in accordance with the competencies and functions set out in the report of the Secretary-General (A/71/858), separately from the Department of Political Affairs, under section 3 of the programme budget for the biennium 2016–2017, and in its resolution 72/9, the Assembly approved the corresponding modifications to the biennial programme plan for 2016–2017. Since the Counter-Terrorism Implementation Task Force was in existence as a subprogramme of the Department of Political Affairs for the most part of the biennium 2016–2017, the programme performance of the Task Force (and of the Office of Counter-Terrorism from the time it came into existence) is being reported under the section on the Department of Political Affairs. The programme performance of the Office of Counter-Terrorism will be reported separately from the Department of Political Affairs in subsequent reporting periods.

Task Force also provided assistance to regions and countries in Asia and Africa to help them develop plans of action on the prevention of violent extremism and counter-terrorism, including by: (a) supporting the development of a comprehensive regional strategy on the prevention of violent terrorism for the Horn of Africa and the United Republic of Tanzania; and (b) initiating phase II of its project on the implementation of the regional counter-terrorism strategy for Southern Africa. The total number of projects across the four pillars of the Global Counter-Terrorism Strategy contained in the Task Force matrix of projects and activities increased by 20 (biennial target: 22).

## C. Office of the United Nations Special Coordinator for the Middle East Peace Process

### *(a) Participants will re-engage in taking parallel steps towards a lasting peace*

155. The Office of the United Nations Special Coordinator for the Middle East Peace Process engaged, including through the Middle East Quartet and international forums, as well as with the parties and key Arab States, in efforts to advance the two-state solution. The Office contributed extensively to the drafting of the report of the Quartet of 1 July 2016, which outlined threats to the two-state solution and offered recommendations. The Office also supported intra-Palestinian reconciliation efforts following the Cairo agreements of October 2017, an important step towards a return of the Palestinian Government to Gaza. The Special Coordinator engaged with the parties to prevent a re-escalation of tensions, including during Palestinian protests in July 2017 in reaction to Israeli measures at Haram al-Sharif/Temple Mount. The Office engaged with key interlocutors to promote the reconstruction of Gaza, and to address the humanitarian crisis. The Special Coordinator attended approximately 1,742 external (biennial target: 1,000) and 914 internal meetings.

### *(b) Mobilization of resources for improving the humanitarian conditions and development needs of the Palestinian people*

156. Estimated development spending for the entire biennium 2016–2017 was $1,265 million (biennial target: $1,500 million). Humanitarian assistance and estimated development spending for the biennium was lower than the target owing to a gradual decline in aid assistance since 2013.

### *(c) Coordinated response to the humanitarian and development needs of the Palestinian people and institutions*

157. During the biennium, the Office of the United Nations Special Coordinator for the Middle East Peace Process facilitated the development of 13 joint activities/programmes compared to biennial target of 15, in part because the Organization invested heavily in developing several strategies and programmes, which, while resource-intensive to develop, will be instrumental in ensuring that the United Nations country team will be able to deliver better development results. In this regard, the country team developed joint strategies for East Jerusalem and Hebron in order to ensure a coordinated response to the humanitarian and development needs of Palestinians living in those areas. The Resident Coordinator continued to coordinate the activities of the entities of the United Nations system through the holding of monthly meetings. In addition, the Office convened monthly meetings of the deputies of the country team for coordination purposes and established an informal coordination mechanism for the sub-offices in Gaza, which meets once a month. Owing to the above-mentioned decline in aid assistance, of the total resources requested in the 2017 humanitarian response plan, 49 per cent were funded (biennial target: 78 per cent).

## D. Peacebuilding Support Office

### *(a) Effective and efficient functioning of the Peacebuilding Commission in support of post-conflict countries*

158. The Peacebuilding Support Office worked efficiently to provide supported for the work of the Peacebuilding Commission in the biennium 2016–2017, which coincided with the adoption by the General Assembly and the Security Council of resolutions on the review of the peacebuilding architecture (Assembly resolution 70/262 and Council resolution 2282 (2016)). The number of formal reports, interactions with key stakeholders and briefing notes/background papers is in line with, or surpassed, the set targets. As part of the implementation of the resolutions, the Office supported the important field visits of the Chairs of the Commission to: (a) enhance the Commission's regional approach; and (b) to strengthen the synergies between the Commission and the African Union. The Office prepared a total of 282 background documents and reports (biennial target: 288), 95 of which (biennial target: 48) were prepared for meetings of the Peacebuilding Commission and its Organizational Committee and for country-specific meetings of the Commission. The increase in the number of reports is related to the increase in number of meetings owing to the adoption of new working methods of the Commission. The new methods allowed the Commission to engage with a greater number of countries, and not just those on its agenda. As evidenced by the 755 interactions facilitated during the biennium 2016–2017 (biennial target: 576), the Office also supported the work of the Commission and its Chairs by facilitating interactions between Government representatives and relevant United Nations system stakeholders, including representatives of political stakeholders at the ambassadorial or capital level, as well as with regional organizations. Of the recommendations emanating from the 2015 review of the United Nations peacebuilding architecture, 80 per cent were implemented (biennial target: 75 per cent).

### *(b) Effective mobilization of resources for the Peacebuilding Fund and the efficient allocation to prevent relapse into conflict*

159. During the biennium, the Fund received approximately 75.5 per cent of the target $200 million from donors (biennial target: 100 per cent). In 2017, contributions of over $93 million marked the highest contribution level since the Fund's initial capitalization in 2006. In addition, in 2016, the fund received over $57 million in contributions. In 2017, the Fund allocated almost $157 million to 31 countries, by far its highest allocation in a given year since the establishment of the Fund. In addition, the Fund allocated almost $71 million to 17 countries in 2016. The two allocations amount to 251 per cent of the funds raised in the previous biennium (biennial target: 100 per cent). The allocation of more than 100 per cent indicates that funds raised in previous bienniums were allocated within the biennium being reported. In terms of decision-making, 95 per cent of the funding decisions regarding the 132 project proposals received (biennial target: 100 per cent) were made by the Appraisal Committee of the Peacebuilding Support Office within four weeks of receiving a request. In addition, during the biennium the Fund expanded its activities to include new cross-border initiatives in Africa's Great Lakes region, the Sahel, Central America, Central Asia and between Cameroon and Chad. As at 31 December 2017, allocations to countries on the agenda of the Commission accounted for 35.1 per cent of total allocations (biennial target: 50 per cent). In 2017 the Fund initiated its exit strategy in countries that have been on the agenda of the Commission for a long time, including Guinea, Liberia and Sierra Leone, for which allocations were considerably lower than in the past.

### *(c) Enhanced effectiveness of the United Nations support to national peacebuilding efforts*

160. The biennium 2016–2017 was a very active period as the United Nations system started to implement the resolutions of the General Assembly and Security Council on sustaining peace (Assembly resolution 70/262 and Council resolution 2282 (2016). To that end, the Peacebuilding Contact Group, chaired by the Peacebuilding Support Office, developed a strategic results framework for the implementation of the resolutions, which included actions and indicators to assess progress and a note on what sustaining peace means. The framework was adopted by the Senior Peacebuilding Group in December 2016. At the end of 2017, 70 per cent of the recommendations contained in the sustaining peace resolutions were implemented or had ongoing implementation. The six additional policies and formal guidance notes agreed upon by the Senior Peacebuilding Group was on target (biennial target: 6). Policies and guidance were adopted by the Senior Peacebuilding Group, the United Nations Working Group on Transitions and the United Nations Development Group's Results Group on Sustainable Development and Sustaining Peace. On occasion, the Working Group and the Development Group have stood in for the Senior Peacebuilding Group as it is also chaired by the Assistant Secretary-General of the Peacebuilding Support Office, which provides a broader forum for discussion. At the end of the biennium the activities to sustain peace included: (a) key messages of the Working Group on Transitions on the quadrennial comprehensive policy review (April and May 2016); (b) the strategic results framework for the implementation of the resolutions on the peacebuilding architecture (Senior Peacebuilding Group, June 2016); (c) a note on "What does 'Sustaining Peace' Mean?" (Senior Peacebuilding Group, December 2016); (d) guidance on joint recovery and peacebuilding activities endorsed by Working Group on Transitions (April 2017); (e) the report of the Secretary-General on peacebuilding and sustaining peace (Senior Peacebuilding Group, December 2017); and (f) the plan of action on the capacity of the United Nations agencies, funds and programmes to sustain peace (in response to review of such capacities by the Overseas Development Institute).

## E. United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

### *(a) Progressive registration of damage claim forms*

161. The Office for the Register of Damage completed the claim intake in seven out of nine Governorates in the Occupied Palestinian Territory affected by the construction of the Wall. In the biennium 2016–2017, the Office provided technical assistance for filing claims in the Jerusalem and Bethlehem Governorates. During the biennium, 13,671 claims (biennial target: 8,000) were collected, bringing the total number of claims collected to 65,785 in 299 Palestinian communities. The Office processed 9,382 (biennial target: 8,000) claims during the reporting period, all of which were submitted to the Board of the Register of Damage for review and decision. The Board held eight meetings in the biennium, during which they decided on 9,382 claims (biennial target: 8,000). Since its inception, the Board has decided on 29,837 claims processed by the Office.

### *(b) Increased public awareness of the affected Palestinian natural and legal persons possibility of and the requirements for filing*

162. The Office continued to carry out an extensive public outreach campaign during the biennium, with a focus on 345,942 Palestinians (biennial target: 80,000) from two Governorates (Bethlehem and Jerusalem). During the biennium, 26 communities and municipalities (biennial target: 19) were covered by the outreach campaign. The total

number of people included in the outreach campaign since the Office's inception reached 1,292,227 individuals from nine Governorates (Bethlehem, Hebron, Jenin, Jerusalem, Qalqiliya, Ramallah, Salfit, Tubas and Tulkarm) and their 261 communities.

## F. United Nations Office to the African Union

### *(a) Enhanced cooperation and coordination between the United Nations and the African Union in all stages of the conflict cycle: from the earliest indicators of potential conflict and the planning of conflict prevention support to joint and/or mutually supportive response to conflict*

163. The United Nations Office to the African Union continued to: enhance the partnership between the United Nations and the African Union in the area of peace and security; provide coordinated and consistent United Nations advice to the African Union on long-term capacity-building and short-term operational support matters; and streamline the United Nations presence in Addis Ababa to make it cost-effective and efficient in delivering United Nations assistance to the African Union. The action plan to meet the development needs and priorities of the United Nations and the African Union was effectively implemented. An important milestone of this partnership was the signing, on 19 April 2017, of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security by the Secretary-General and the Chair of African Union Commission at the first United Nations-African Union Annual Conference. The corresponding workplans in the areas of early warning, joint analysis, conflict prevention, peace operations and peacebuilding were annually updated and fully implemented (biennial target: 100 per cent). The Panel of the Wise adopted its workplan and all related activities were successfully implemented (biennial target: 100 per cent). The continental strategies on security sector reform and disarmament, demobilization and reintegration were partly implemented and mainstreamed at the regional and national levels (biennial target: 50 per cent implementation rate). The Office was fully engaged in various coordination mechanisms on peace and security and participated in all monthly meetings of the African Union Partners Group (biennial target: monthly meetings). The Office supported the African Union in the planning and management of its ongoing peace support operations, most notably the African Union Mission in Somalia (AMISOM) and the Regional Cooperation Initiative for the Elimination of the Lord's Resistance Army. The AMISOM concept of operations was developed to incorporate an exit strategy. Although a transition plan is being developed, the political and security conditions on the ground allow for neither the liquidation of AMISOM nor full control of Somali territory by the Federal Government of Somalia (biennial target: AMISOM liquidated and Federal Government assumes full control of Somali territory). Strengthened collaboration between the Office and the Regional Cooperation Initiative contributed towards the achievement of the targeted military and non-military objectives of the Initiative.

### *(b) Enhanced conflict mitigation in southern and eastern Africa, in coordination with the African Union and subregional organizations*

164. The Office continued to monitor peace- and security-related challenges in southern and eastern Africa and continued its close coordination with United Nations Headquarters, the African Union and subregional organizations. The Head of the Office and Special Representative of the Secretary General to the African Union effectively responded to all request from Headquarters to support good offices initiatives in southern and eastern Africa. The Special Representative completed one good offices mission to the Comoros from 23 to 26 April 2016. In 2017, he travelled to Madagascar from 2 to 5 October, to the Comoros from 30 October to 2 November and to South Africa on two missions, on 27 September and from 29 November to

3 December (biennial target: 2 visits per year to each of the regions for conflict analysis and early intervention).

## Section 4
## Disarmament

### Highlights of programme results

The Office for Disarmament Affairs continued to ensure the timely delivery of its programmatic mandates as well as efficient coordination and synergy among its five branches, three regional offices (Nepal, Peru and Togo) and its office in Vienna. During the biennium 2016–2017, the Office provided substantive and organizational support for the Open-ended Working Group taking forward multilateral nuclear disarmament negotiations. In January 2017, the General Assembly considered the primary recommendation of the Open-ended Working Group in its resolution 71/258, in which it decided to convene a conference in 2017 to negotiate a legally binding instrument to prohibit nuclear weapons, leading towards their total elimination, which led to the successful negotiation of the Treaty on the Prohibition of Nuclear Weapons, adopted on 7 July 2017. The Treaty was opened for signature on 20 September 2017. In 2017, the Office also provided substantive support for the successful conclusion of the agenda item of the Disarmament Commission related to practical confidence-building measures in the field of conventional weapons and continued to provide organizational and logistical support to the work of the Organisation for the Prohibition of Chemical Weapons-United Nations Joint Investigative Mechanism, established by the Security Council in its resolution 2235 (2015), until the conclusion of its mandate on 17 November 2017. In addition, the Office continued to support the operationalization of the Secretary-General's Mechanism for Investigation of the Alleged Use of Chemical, Biological or Toxin Weapons, further to General Assembly resolution 42/37 C. The Office also supported the sessions of the Open-ended Working Group on the fourth special session of the General Assembly devoted to disarmament held during the biennium, which resulted in a substantive outcome document adopted by consensus.

### Challenges and lessons learned

Some challenges and limitations faced by the Office were political in nature as the success of its efforts to promote disarmament issues ultimately depends on the actions and strong commitment of Member States. Continuing efforts by the Office to encourage Governments to nominate women candidates to attend meetings and participate in expert groups to achieve balanced gender representation have led to considerable improvement, but challenges remain.

165. The above-cited results are based on the implementation of 88 per cent of 1,837 mandated, quantifiable outputs during the biennium 2016–2017 compared with the implementation rate of 89 per cent in the previous biennium. A total of 203 mandated, quantifiable outputs were terminated during the biennium, mainly due to lack of agreement on a substantive programme of work in the Conference on Disarmament. In 2017, some meetings of the States parties to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects were cancelled, with the consent of the High Contracting Parties to the Convention and its Protocols, because of lack of funds (see also para. 71 above). The number of

additional outputs implemented at the initiative of the Secretariat decreased from 61 in the biennium 2014–2015 to 6 in the biennium 2016–2017.

166. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 4)).

**Executive direction and management**

*(a) Programme of work is effectively managed*

167. The Office for Disarmament Affairs continued to ensure the timely delivery of its programmatic mandates. Substantive inputs and contributions provided by the Office included political advice and analysis to the Secretary-General on disarmament and non-proliferation and peace and security-related issues, briefing material, statements and talking points on various salient subjects, as well as on emerging and ongoing global events and developments and other relevant cross-cutting issues.

*(b) Increased timeliness of submission of documentation*

168. The Office achieved a 97.14 per cent compliance rate in terms of timeliness of all documentation for the consideration at the seventy-first session of the General Assembly and, as at 31 December 2017, it had a 100 per cent compliance rate in terms of timeliness of all documentation for the seventy-second session of the Assembly (biennial target: 100 per cent). All necessary documentation for all other meetings organized by the Office was also finalized in a timely manner. The Office continues to maintain and intensify its efforts to ensure that documents submitted by Member States and other international organizations to meetings and conferences are provided within a reasonable time frame.

*(c) Identification of emerging issues that require attention by Member States*

169. On over 110 occasions representatives of Member States and international institutions and non-governmental organizations met with the High Representative for Disarmament Affairs either to propose initiatives to address issues that has been brought to their attention or to engage in discussions to explore ways and means of collaboration with the Office (biennial target: 100 occasions). Discussions focused on multilateral efforts in the areas of disarmament and non-proliferation, including international disarmament agreements; outer space; weapons of mass destruction and terrorism; small arms weapons; nuclear-weapon-free zones; the activities of the three Regional Centres for Peace and Disarmament; emerging threats to international security; frontier issues; and regional security issues.

*(d) Enhanced policy coherence in the management of the disarmament activities of the United Nations*

170. The Office undertook 221 joint activities with other entities, ranging from meetings, workshops, exhibits and publications, including training in the destruction of weapons, training of law enforcement officials and the development of project proposals, thereby surpassing its target of 125 such activities for the biennium.

## Subprogramme 1
## Multilateral negotiations and deliberations on disarmament and arms limitation

*(a) Effective support to negotiations in the Conference on Disarmament and in conferences and meetings of States parties to various multilateral agreements on disarmament, arms limitation and non-proliferation in all its aspects at the organizational, procedural and substantive levels*

171. The Conference Support Branch at the United Nations Office at Geneva continued to provide substantive and organizational support to the Conference on Disarmament and to meetings of multilateral agreements. Testimonies of appreciation by representatives of Member States, acknowledging the effectiveness of the substantive and procedural support provided by the Branch, are reflected in the verbatim records of the Conference and were also transmitted verbally or by other means of written communication to the Secretary-General of the Conference, the Deputy Secretary-General and the staff of the Secretariat. At least 87 per cent of the members of the Commission (biennial target — 87 per cent) provided feedback, all of which was positive. Written and oral feedback received from an average of 87 per cent of States parties to multilateral arms control and disarmament treaties and/or written and oral feedback from their respective Presidents was positive (biennial target — 87 per cent).

*(b) Effective support for the timely implementation of decisions, recommendations and programmes of action adopted by the General Assembly and by conferences and meetings of States parties to various multilateral disarmament, arms control and non-proliferation agreements*

172. The Branch continued to work with States parties to enable them to comply with their reporting obligations under the different multilateral instruments. The overall lag in reporting compliance by States parties to the treaties serviced by the Branch (meeting the biennial target of 52 per cent) has been carried over from the biennium 2012-2013, when the baseline was revised. Outreach efforts by the Branch have improved the response rate for the provision of information by States parties to 73 per cent (biennial target — 73 per cent), increasing the quantity and quality of information for populating the databases mandated under multilateral disarmament agreements. The number of page views reached 1,553 visits/day (biennial target: 3,200 visits/day). The decrease from the previous biennium is due to the different analytical tools used, which count views coming from the same institution in a different manner. Views of the French language webpages were counted only starting in June 2017.

*(c) Enhanced expertise of Member States in the field of disarmament and non-proliferation, including through the United Nations Disarmament Fellowship, Training and Advisory Services Programme, as well as improved gender balance of Programme participants*

173. The United Nations Disarmament Fellowship, Training and Advisory Services Programme continued to attract considerable interest in participation among developing countries, as evidenced by the fact that 88 per cent of the total requests received were from developing countries (biennial target — 88 per cent). Member States continued to express their appreciation for the lasting value of the Programme. There has been a continuing growth in the number of alumni of the Programme, currently estimated at 88 (biennial target — 88), who have assumed disarmament-related positions in United Nations bodies, meetings and conferences. The structure and substance of the Programme continue to be revised and revamped to respond to

trends and developments in the area of arms control, non-proliferation and disarmament. The number of female participants in the Programme was 58 per cent for the biennium (biennial target 50 per cent).

### Subprogramme 2
### Weapons of mass destruction

*(a) Effective and enhanced facilitation of the process of negotiations, deliberations and consensus-building on the total elimination of all weapons of mass destruction, in particular nuclear weapons, on disarmament and non-proliferation in all its aspects, delivery systems and outer space, and universality of international instruments dealing with weapons of mass destruction, in particular nuclear weapons, by Member States and States parties, at their request*

174. The Weapons of Mass Destruction Branch continued to provide substantive, organizational and administrative support for conferences and meetings, including the 2017 meetings of the Preparatory Committee for the 2020 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons, the 2016 and 2017 sessions of the Disarmament Commission and the 2017 United Nations conference to negotiate a legally binding instrument to prohibit nuclear weapons, leading towards their total elimination for the adoption of the Treaty on the Prohibition of Nuclear Weapons. States parties registered 100 per cent satisfaction (biennial target: 100 per cent) with the quality and timeliness of the organization of those conferences and meetings and with the substantive services provided by the Branch. The Branch received 20 formal requests (biennial target: 18) in support of the implementation of various disarmament efforts.

*(b) Enhanced knowledge, understanding and multilateral cooperation within the existing mandates, as well as the ability to support investigation of the possible use of chemical and bacteriological (biological) or toxin weapons in accordance with its mandate, defined in General Assembly resolution 42/37 C, and to respond to challenges relating to the acquisition and use of weapons of mass destruction by non-State actors*

175. The Branch continued to support knowledge and understanding about the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Bacteriological Weapons further to General Assembly resolution 42/37 C and carried out [illegible] training courses for experts on the roster of the Mechanism. In responding to challenges relating to the acquisition and use of weapons of mass destruction by non-State actors, the Branch supported the work of the Security Council Committee established pursuant to l resolution 1540 (2004) and carried out a total of 36 activities related to the implementation of that resolution. The Branch received 15 requests (biennial target 12) from Member States and international and regional organizations on issues related to its work and 45 requests (biennial target 35) for substantive input and advice on issues related to its work in the area of the acquisition and use of weapons of mass destruction. The number of page views of the Branch's website reached 31,000 per month (biennial target: 29,000).

## Subprogramme 3
## Conventional arms (including practical disarmament measures)

### *(a) Effective facilitation of implementation by Member States of the 2001 Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects using available tools, within the agreed mandate*

176. The subprogramme, implemented by the Conventional Arms Branch, under the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons and the relevant target of the 2030 Agenda for Sustainable Development, continued to support the efforts of the international community to prevent and combat the illicit trade in small arms and light weapons. In addition, support was provided to the Sixth Biennial Meeting of States to Consider the Implementation of the Programme of Action held in June 2016. The Sixth Biennial Meeting was considered successful, as it agreed on a substantive outcome document containing recommendations on the way forward with regard to the implementation of the Programme of Action and the International Tracing Instrument. In that document, the Meeting of States recommended, inter alia, that States include in their national reports on the implementation of the Programme of Action highlights on progress made in implementing the relevant goals and targets of the 2030 Agenda and use their reports on the International Tracing Instrument to support data collection for relevant indicators of the Sustainable Development Goals. Member States, the Chair and other participants, through a survey circulated at the end of the meeting and statements made from the floor, expressed their appreciation for the support provided both for the meeting as well as its preparatory processes. The Secretariat received no complaints for the services provided (degree of satisfaction: 100 per cent). In 2017, the Branch continued to provide support to Member States in the preparing for the Third United Nations Conference to Review Progress Made in the Implementation of the Programme of Action, scheduled to be held in New York from 18 to 29 June 2018, as well as its Preparatory Committee, which will meet in in New York in March 2018. This is an ongoing activity which will be completed upon the conclusion of the third Conference.

### *(b) Effective facilitation of the participation by Member States in the United Nations instruments on confidence-building measures in military and security matters*

177. The subprogramme continued to facilitate the participation of Member States in the two main United Nations instruments on confidence-building measures, the United Nations Register of Conventional Arms and the United Nations Report on Military Expenditures. Substantive support was provided to the Group of Governmental Experts to Review the Operation and Further Development of the United Nations Report on Military Expenditures, which held one session in 2016 (Geneva) and two sessions in 2017, in New York and Geneva. The Group of Experts discharged their mandated responsibilities fully and successfully and produced, at each session, a consensus report containing recommendations that were fully endorsed by the General Assembly in its resolutions 71/44 and 72/20. The Chairs and members of the Group of Experts expressed full satisfaction for the services provided by the subprogramme, as evidenced in the evaluation forms completed at the conclusion of their work.

### Subprogramme 4
### Information and outreach

(a) *Timely provision, increased utilization and improved access to factual and objective information and education materials of the Office for Disarmament Affairs*

178. The Information and Outreach Branch continued to engage with delegations, non-governmental organizations and the public at large in a variety of ways to raise awareness about and promote global norms of disarmament through its website, publications, partnerships, briefings, events and reference materials. The Branch also continued to provide substantive and administrative support to two important expert panels, namely the Secretary-General's Advisory Board on Disarmament Matters and the Group of Governmental Experts on Developments in the Field of Information and Telecommunications in the Context of International Security, for which the Branch served as secretariat. The Branch also supported the work of the Open-ended Working Group on the fourth special session of the General Assembly devoted to disarmament, at which the possibility of holding a fourth special session was discussed and which successfully produced a substantive outcome document by consensus (A/AC.268/2017/2). In October 2017, the Office launched a new web-based Documents Library (https://www.un.org/disarmament/publications/library/), a specialized archive that provides access to an extensive collection of United Nations disarmament-related documents dating back to 1946. Based on the number of visits and page views on its website (347,249 in 2016 and 485,944 in 2017), the Office for Disarmament Affairs continued to exceed its target (160,000 visits per year). Increased positive feedback and queries were received regularly from Member States, intergovernmental organizations, the media and the general public through emails concerning the website and the publications, announcements, events and information/education materials disseminated by the Office. The Office also continued to maintain the Twitter account aimed at sharing the latest developments on disarmament and observed a steady increase in the number of followers. The percentage of users indicating the usefulness of disarmament materials increased by 6 per cent (biennial target: 6 per cent).

(b) *Timely access to factual and objective information by end users through print and electronic means regarding various aspects of disarmament*

179. The Office's information products are made available online in a timely manner, and new content in the form of "Spotlight" pieces, news updates and the calendar of events and meetings are added on a regular basis. This includes recurrent and ad hoc publications and 36 Fact Sheets on Disarmament Issues, which are updated regularly and disseminated during briefings and special events. During the biennium the Office's website highlighted 10 recorded messages, including a message on disarmament issues from Michael Douglas, messenger of Peace, which was featured on the website banner. The Disarmament Education website is also constantly reviewed and updated with documents, publications, video and learning resources. Dedicated pages for disarmament meetings and conferences were created to provide up-to-date information on documentation, statements, press releases and side events. The Office continues to maintain its main website (www.un.org/disarmament/) and the device-responsive Disarmament Education website (www.un.org/disarmament/education/) in all the six official languages of the United Nations. A daily news digest on disarmament issues is also circulated by email to a growing list of recipients. The percentage of information materials made available within the prescribed deadlines increased by 11 per cent (biennial target: 11 per cent).

### Subprogramme 5
### Regional disarmament

*(a) Effective facilitation of regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security*

180. The three United Nations Regional Centres for Peace and Disarmament in Africa, Asia and the Pacific and Latin America and the Caribbean continued their efforts to work with States, intergovernmental organizations as well as non-governmental groups in their respective regions. During the biennium 2016–2017, they organized a total of 188 workshops, seminars and technical, substantive and legal assistance activities as well as providing training, information and advice and publications. In addition, the Centres organized 28 activities (biennial target: 23) to facilitate regional cooperation, coordination and collaboration among States and regional and subregional organizations. Participants in the activities organized by the Regional Centres assessed the quality of the organization, substantive content and relevance or timeliness of the events as good or excellent in 78 per cent of cases (biennial target: 72 per cent) The activities included, promoting cooperation and confidence-building measures to curb the illicit trade in small arms and light weapons, advancing security sector reform, enhancing physical security and the stockpile management of arms and ammunition, promoting the universal membership in key treaties, assisting in the implementation of instruments such as Security Council resolution 1540 (2004) and supporting the inclusion of women in decision-making and policy-setting processes.

*(b) Greater cooperation, within each region and subregion, between the Office for Disarmament Affairs and States and international, regional and subregional organizations in the areas of disarmament and non-proliferation in all its aspects, as well as regional and international peace and security*

181. The Regional Centres continued to collaborate closely with a number of regional and subregional organizations, which created a multiplier effect for the activities of the Regional Centres, including the pooling of resources, the building of effective partnerships and synergies, strengthening information sharing and ensuring regional buy-in and input for international processes. The increased number of such collaborative activities (28 activities for regional cooperation and collaboration), the degree of satisfaction (participants assessed the quality of the organization, the substantive content and the relevance or timeliness of the events as good or excellent in 78 per cent of cases) (biennial target: 72 per cent) and the 29 requests for assistance received (biennial target: 9) attest to the effectiveness of such an approach.

*(c) Enhanced capacity of national, subregional and regional entities to implement measures related to disarmament and non-proliferation in all its aspects as well as regional and international peace and security measures*

182. At the request of Member States, the Regional Centres carried out numerous training courses and capacity-building activities on disarmament, arms control and non-proliferation, including the provision of practical technical and policy assistance to States in curbing the illicit trade and diversion of small arms and light weapons, which increased the knowledge, abilities and capacities of national security sector officials and customs and judicial officers on the tracing, marking, stockpile management and regulation of small arms held by private security companies. A total of 188 activities were undertaken by the Regional Centres (biennial target: 110), and

the number of requests for assistance and training increased significantly when compared with the previous biennium.

## Section 5
## Peacekeeping operations

### Highlights of programme results

During the biennium 2016–2017, the Department of Peacekeeping Operations continued to direct, manage, support and provide political, strategic and operational guidance to 16 field operations in diverse and fast-changing environments; with the closure of UNOCI on 30 June 2017 the number of field operations totalled 15. The contributions of the Department include: support for the efforts of MINUSMA to implement the peace process for the Agreement on Peace and Reconciliation in Mali and support for decentralized governance, reduced community violence and the holding of an inclusive conference for national harmony; support for the drawdown and transition of UNMIL in Liberia and the provision of security during the elections; advancing conditions conducive to the sustainable reduction of the threat posed by armed groups in the Central African Republic, including by support for the operationalization of the Special Criminal Court and the broader justice system, the implementation of urgent temporary measures to reduce impunity and training of local police and gendarmerie; support for the implementation of the Comprehensive and Inclusive Political Agreement of 31 December 2016 in the Democratic Republic of the Congo, and for efforts towards the timely organization of elections; support for the efforts of UNMISS to protect civilians in South Sudan, especially those in enclaves of internally displaced persons, as well as the efforts of the Mission to create conditions for the delivery of humanitarian assistance, to monitor, investigate and publicly report human rights violations and to assist, with regional actors, in the implementation of the Agreement on the Resolution of the Conflict in the Republic of South Sudan; support for the drawdown of MINUSTAH in Haiti and its closure on 15 October 2017, including for the transition to and establishment of MINUJUSTH, which will focus on strengthening rule of law institutions, enhance the capacities of the national police and advance human rights; support for the efforts of UNDOF, UNIFIL and UNTSO in the Middle East to ensure that, against the background of the Syrian crisis and the highly turbulent regional context, the ceasefire between Israel and the Syrian Arab Republic and the cessation of hostilities between Israel and Lebanon are maintained; and, under the aegis of the joint Department of Peacekeeping Operations — UNDP Global Focal Point arrangement for Police, Justice and Corrections Areas in the Rule of Law in Post-conflict and other Crisis Situations, the development of joint assessments and programmes to build national rule of law capacities, restore State authority and support early peacebuilding efforts.

### Challenges and lessons learned

The most significant challenges and obstacles to mandate and programme implementation include: the need for continued and unified political support of the Security Council for the implementation of mandates; the provision by Member States of the human, financial and logistical resources and capabilities required for the effective implementation of mandates; the political will of the parties in conflict to resolve their differences; increasingly complex conflict environments; the management of relations with host countries to ensure continued consent and cooperation; and the rules and regulations of the Organization for mission start-up and transition phases. To overcome these challenges, the Department has been contributing to the reform of the peace and security pillar of the Secretariat and coordinating with the Department of Field Support on a comprehensive review of peacekeeping operations. The Department continues to pursue initiatives to increase the effectiveness and efficiency of operations, in particular to: improve strategic force generation, capability planning and performance evaluation, increase the capacity of Member States to generate and deploy appropriately trained and equipped peacekeepers and to implement the recommendations of the High-level Independent Panel on Peace Operations, with an emphasis on partnerships, innovation and community engagement.

183. The above-cited results achieved in the biennium 2016–2017 are based on the implementation of 99 per cent of 728 mandated, quantifiable outputs, compared with 98 per cent in the biennium 2014–2015. The number of additional outputs implemented at the initiative of the Secretariat increased from 7 in the biennium 2014–2015 to 156 in the biennium 2016–2017 (see also para. 77 above).

184. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 5) and Corr.1).

## A. Peacekeeping operations

### 1. Department of Peacekeeping Operations

### (a) Executive direction and management

*(a) Programme of work is effectively managed*

185. The Department continued to make progress in the implementation of the mandates of the Security Council and the General Assembly. United Nations peacekeeping remains a dynamic and essential element of the international community's response to international threats to peace and security. It has unique strengths, in particular its ability to deploy and sustain troops and police from around the globe and to integrate them, with civilian peacekeepers, to advance multidimensional mandates.

*(b) Strengthened strategic and operational direction, planning, deployment and transition of United Nations peacekeeping operations and special political missions led by the Department of Peacekeeping Operations*

186. During the reporting period, the Department strengthened the strategic and operational direction, planning, deployment and transition of the operations it is mandated to lead, and promoted a number of systemic initiatives to increase the effectiveness and efficiency of peacekeeping operations. Under the guidance of the Department for Peacekeeping Operations/Department of Field Support Uniformed Capabilities Development Steering Group, eight projects were implemented to advance the capability development agenda and to enhance the abilities of uniformed peacekeepers. Implementation is continuing of the recommendations of the Expert Panel on Technology and Innovation in United Nations Peacekeeping to leverage the power of technology as a strategic enabler and to enhance peacekeeping performance in challenging operating environments. During the biennium, 94 per cent of major benchmarks (biennial target: 100 per cent) were defined and met for all operations and missions led by the Department.

*(c) Shared understanding among the Secretariat, Member States and other stakeholders of the future direction of United Nations peacekeeping and for individual operations*

187. The Department continued to identify challenges, opportunities and priorities relative to individual operations and for peacekeeping as a whole, including required capacities and capabilities and resources, and to develop approaches to meet and explain those challenges to external actors. The Department promoted, to the extent possible, unity of position among Member States on political processes and operations. During the reporting period, the Department conducted strategic reviews/assessments for seven missions (UNMIL, UNMISS, UNISFA, UNIFIL, MINUSTAH, UNAMID and UNFICYP), and carried out a number of technical assessments to adapt and "right-size" missions to changing circumstances and new mandates. The Strategic Force Generation and Capability Planning Cell conducted 16 assessment and advisory visits to various Member States to assess and explain United Nations standards for training and performance. Updated peacekeeping training capabilities include: core predeployment training materials, a comprehensive protection of civilians training course for troop-contributing countries, five specialized training materials based on the United Nations Military Unit Manuals, and a child protection training course for United Nations police.

### Subprogramme 1
### Operations

*(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decision-making on issues relating to peacekeeping*

188. During the biennium 2016–2017, 100 per cent of the reports of the Secretary-General (biennial target: 100 per cent) submitted to the Security Council reflected briefings with troop-contributing countries and members of the Security Council. Briefings were provided to the Security Council and the Special Committee on Peacekeeping Operations. The recommendations of the Fifth Committee, the Advisory Committee on Administrative and Budgetary Questions, the Committee on Contributions and Board of Auditors were addressed. The Office of Operations provided advice on current and potential peacekeeping operations, mandate implementation integration and operational needs to Permanent Missions to the United Nations, regional and subregional organizations, including the African Union and the European Union, and non-governmental organizations and the media. During the reporting period, all recommendations for new or significant adjustments to peacekeeping operations were incorporated in resolutions of the Security Council (biennial target: 100 per cent).

*(b) Effectively and efficiently managed peacekeeping operations*

189. The Department provided guidance to a total of 16 peacekeeping operations (from 1 July 2017 guidance was provided to 15 peacekeeping operations), and completed all mission planning processes in line with the substantive and time requirements set by the Security Council (biennial target: 100 per cent). Those planning processes included: the reinforcement of MINUSMA's posture in accordance with the new mandate; focused action on the reduction of armed groups as a strategic objective at MINUSCA, while addressing the protection of civilians and supporting the delivery of humanitarian assistance; continued support, through MONUSCO, towards the timely organization of elections in the Democratic Republic of the Congo and support for the implementation of the Comprehensive and Inclusive Political Agreement of 31 December 2016; reinforcement of the UNMISS mandate

with the addition of a regional protection force; consolidation and transition planning in MINUSTAH, including the closure of MINUSTAH and the establishment of MINUJUSTH; successful reconfiguration, drawdown, handover and closure of UNOCI; reconfiguration and drawdown of UNMIL; and the reconfiguration of UNAMID.

### Subprogramme 2
### Military

*(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates*

190. During the biennium, the Office of Military Affairs drafted 14 military plans related to various concepts of operations or rules of engagement. The Office required seven days (biennial target: 7) to draft military plans from the date of the adoption of a mandate by a resolution of the Security Council. The Office deployed a military staff support team for the start-up of the United Nations Mission in Colombia and for the review and development of 2016 AMISOM concept of operations. In addition, the Office maintained capacity to deploy up to 14 seconded military officers to support a new mission or a surge for up to 90 days. The following personnel were deployed as of 31 December 2017 for the United Nations Middle East Mission (UNMEM): 1,515 civilian staff (118 females); 1,949 staff officers (149 females); and 78,135 members of military contingents (2,878 females). During the reporting period, the United Nations Standby Arrangements System was replaced with the Peacekeeping Capability Readiness System. As at 31 December 2017, 95 Member States had formally registered their pledges towards strategic force generation in the system (168 units at level 1; 63 at level 2; and 6 at level 3:15 units have been selected provisionally for the rapid deployment level). The Office prepared formal requests to Member States for pledges to initiate force generation within five days of the completion of planning documents (biennial target: 5).

*(b) Increased efficiency and effectiveness of the military components of peacekeeping operations*

191. The Office processed a total of 96 recommendations on military operational matters contained in the end-of-assignment reports of heads of military components, operational advisory, predeployment and assessment visit reports and military capability studies, 89 of which (93 per cent) were fully implemented (biennial target: 100 per cent). During the reporting period, new policy and guidance materials were developed, including: evaluations by force commanders of subordinate units (January 2016); evaluations of force headquarters (June 2016); the "United Nations Peacekeeping Missions Military Explosive Ordnance Disposal Unit Manual" (September 2017); and the "United Nations Improvised Explosive Device Threat Mitigation Military and Police Handbook" (December 2017). Two regional workshops were held on the operational readiness assurance framework during the seminars held at the annual meeting of the Association of Asia Pacific Peace Operations Training Centres in Manila and at the International Association of Peacekeeping Training Centres in Sarajevo, five regional workshops on the implementation of the United Nations Military Unit Manuals were held in Bangladesh, Egypt, Ghana, Greece and Nepal and three discussions were held during the seminars held at the annual meeting of the Association of Asia Pacific Peace Operations Training Centres in Manila, the International Association of Peacekeeping Training Centre in Sarajevo and the International Peace Support Training Centre in Kenya.

## Subprogramme 3
## Rule of law and security institutions

### *(a) More timely deployment and establishment of the rule of law and security components of peacekeeping operations in response to Security Council mandates*

192. During the biennium 2016–2017, the Police Division facilitated 94 in-country briefings and presentations on policing issues in peacekeeping operations followed by certifications for deployment and rotation of United Nations police personnel as part of recruitment, selection and assessment of personnel and/or the inspection of equipment. The Division also conducted 64 briefings on police peacekeeping operations for legislative bodies, Member States, intergovernmental bodies, groups of friends, regional organizations and police-contributing countries, including on efforts to strengthen police recruitment. To increase gender parity, the Police Division developed and launched the Female Senior Police Officer Command Development Course and conducted four all-female specialized assessments and training sessions to prepare 350 participants for deployment. To further increase performance, the Police Division: devised the United Nations Police Commanders Course, in coordination with the Integrated Training Service; reviewed the Department of Peacekeeping Operations/Department of Field Support Policy on Formed Police Units; and refined the human resources system used by the United Nations Police Division (HERMES). With respect to standby police capacities, as at 31 December 2017, 23 Member States formally registered their pledges in the Peacekeeping Capability Readiness System during the reporting period (16 units at level 1; 4 at level 2; and 3 at level 3). As part of the transnational threats project, collaboration with the International Criminal Police Organization (INTERPOL) was strengthened to train the host-State police officers and retrain staff in national central bureaus in mission settings mandated to prevent and address serious organized crime. Police Division personnel were deployed to UNMIL and MINUSCA within 25 days (biennial target: 25) of the adoption of Security Council resolutions 2308 (2016) and 2281 (2016). In addition, Justice and Corrections Standing Capacity personnel were deployed to MINUSCA, MINUSMA, MONUSCO, UNMIK and UNMISS within 30 days (biennial target: 15), and to UNAMID with a slight delay because of extended visa processing times. Mine action personnel were deployed to UNFICYP within 15 days (biennial target: 15 days), and personnel of the Disarmament, Demobilization and Reintegration Section were deployed to MINUJUSTH within 30 days of the establishment of the Mission.

### *(b) Increased efficiency and effectiveness of the rule of law and security components of peacekeeping operations*

193. During the reporting period, three new guidelines of the Strategic Guidance Framework for International Police Peacekeeping, on police command, police operations, and police administration, as well as two manuals on mentoring, monitoring and advising and mission-based police planning were rolled out, together with the updated United Nations Police Gender Toolkit, which provides standardized best practices on gender mainstreaming in peacekeeping operations. Police, justice and corrections and mine action components were reflected in the integrated plans for five missions (MINUSCA, MINUSMA, MONUSCO, UNMIL and UNMIK) (biennial target: 5). The disarmament, demobilization and reintegration component was reflected in the integrated plans for five missions (MINUSCA, MONUSCO, MINUSMA, MINUJUSTH, UNAMID), and the security sector reform component was reflected in the integrated plans for three missions (MINUSCA, MINUSMA, MONUSCO). Concepts of operations and standard operating procedures for MINUSCA, MONUSCO, UNMIL, UNOCI and MINUSTAH were revised, and transition and

drawdown plans for MINUSTAH, as well as the start-up concept of operation for MINUJUSTH were developed. In addition, the Police Division supported the development of operational plans to support the implementation of the development plan of the Haitian national police and the five-year development plan of the Central African Republic police and gendarmerie. UNMAS support was provided to the disarmament, demobilization and reintegration/security sector reform components in MINUSCA, MONUSCO and UNAMID and dedicated explosive ordnance disposal training was provided by the United Nations Mine Action Service for MINUSMA personnel. Integrated plans for police and other rule of law and security-related components were reviewed on the basis of mandate adjustments and depending on changes in circumstances in mission areas. Personnel of rule of law and security institutions were deployed to 13 countries (biennial target: 13).

*(c) Increased awareness and understanding of the dangers of landmines and explosive remnants of war in affected countries*

194. In the context of its mandated activities, in particular, the protection of civilians, reduction of armed violence and enhancement of the operational effectiveness of United Nations operations in 11 mission settings (MINUSCA, MINUSMA, MINURSO, MONUSCO, UNAMID, UNFICYP, UNIFIL, UNISFA, UNMISS, UNOCI and UNSOS), the United Nations Mine Action Service carried out extensive programmes of risk awareness for United Nations personnel as well as local populations. Drawing on traditional and innovative approaches and tools (including solar-powered communication devices, social media and dedicated apps), the Mine Action Service was able to reach a diverse and wide audience and recorded the positive impact of its activities.

### Subprogramme 4
### Policy, evaluation and training

*(a) Increased awareness of policies, standard operating procedures, guidelines and training standards and tools that are consistent with United Nations principles and reflect lessons learned*

195. During the biennium, all policy, guidance, and best practice materials such as after-action reviews and end of assignment reports of senior mission leaders, were made available for download to peacekeeping practitioners through the Peace Operations Policy and Practice Database. By December 2017 a total of 25,000 materials had been accessed by peacekeeping practitioners (biennial target: 25,000). Monthly newsletters highlight the newest policies, standard operating procedures and guidelines uploaded to the database. In addition, the facilitation of regular meetings of the Expanded Senior Management Team and the Focal Points Forum ensures that new guidance is consulted and shared across departments.

196. The Integrated Training Service has developed and provided to Member States the updated core pre-deployment training materials, which are the mandatory predeployment training tools for to be delivered to all uniformed and civilian personnel. The updated version includes new elements, including a section of the importance of the environment and strengthened elements on conduct and discipline and the protection of civilians. The service released the new comprehensive protection of civilians training course for troop-contributing countries, which is aimed at the tactical level and is focused on battalion personnel. The Service also developed released new child protection training course for United Nations police. To support the utilization of the United Nations Military Unit Manuals, the Service has developed five specialized training materials based on the Manuals which address the specialized aviation, engineering, special forces, transport, force headquarters support and riverine units. The Service also participated in five assessment and

advisory visits (4 military and 1 police) to support the activities of the Strategic Force Generation and Capability Planning Cell.

197. In addition, all peacekeeping training standards developed (biennial target: 100 per cent) were made available to the Member States, field operations, regional partners and training institutions to support predeployment, induction and ongoing training activities.

### 2. Department of Field Support

### (a) Executive direction and management

*(a) Programme of work is effectively managed*

198. The Office of the Under-Secretary-General continued to provide strategic direction, change management support, reporting capabilities and performance oversight to ensure continuous improvement in business processes, systems and techniques for the delivery of reliable, consistent and sustainable field support results globally.

*(b) Effective and efficient support and technical guidance on Department of Field Support-mandated support activities to field operations as well to intergovernmental bodies, Member States and troop- and police-contributing countries*

199. The Department promoted the success of peace operations by providing rapid, effective, efficient and responsible support solutions. With core services ranging from budget, finance, personnel, technology and logistics support, the Department worked to plan, mobilize and sustain peace operations in the world's most complex environments.

*(c) Shared understanding among the Secretariat, Member States and other stakeholders of the future direction of United Nations peacekeeping and of individual operations*

200. The Department continued to provide briefings and conduct meetings with Secretariat partners, Member States and other stakeholders to ensure there was a shared understanding of the future direction of United Nations peacekeeping and individual missions.

201. During the biennium there was high-level engagement on mission support related issues and priorities, including on peace operations that went through significant downsizing exercises, such as UNAMID, or were preparing for liquidation, such UNOCI and UNMIL. Moreover, intensive consultations were held with Member States, particularly troop- and police-contributing countries, in relation to the Working Group on Contingent-Owned Equipment. In 2017, a focused effort was made to engage with all stakeholders on new cross-cutting issues such as the Secretary-General's management reform agenda.

### Subprogramme 5
### Field administrative support

*(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates*

202. Target incumbency rate ranges for international posts are only set for missions with a July to June performance cycle. For missions on a January to December performance cycle no target incumbency rate ranges for international posts have been established. Of the missions with a July to June performance cycle, six missions

(MINUSCA, MINUSMA, MONUSCO, UNAMID, UNISFA and UNMISS) met their respective target incumbency rate ranges for international posts as of 31 December 2017. Five missions (MINURSO, UNDOF, UNFICYP, UNIFIL and UNMIK) did not achieve their respective target incumbency rate ranges for international posts as of 31 December 2017. As at 31 December 2017, for missions with a July to June performance cycle, the overall incumbency rate for international staff stood at 84.4 per cent (biennial target: 86 per cent).

*(b) Increased efficiency and effectiveness of peacekeeping operations*

203. There was a slight improvement in the representation of international female staff serving in peacekeeping operations and other United Nations field missions, from 28.4 per cent as of 31 December 2016 to an estimated 28.9 per cent as of 31 December 2017 (biennial target: 23 per cent). However, challenges regarding the recruitment and retention of women in field operations continue to persist, particularly at senior levels. The Department continues to work to increase the number of female candidates hired for D-1 and D-2 positions through the senior women talent pipeline initiative. The Secretary-General's system-wide strategy on gender parity strategy, launched on 13 September 2017, has created a favourable environment for improving gender representation in the field. The Field Personnel Division is working closely with its partners and clients to operationalize the strategy. For example, the Division is working on the creation of an outreach campaign to showcase and demystify the work of civilian women in peacekeeping as recommended in the Secretary-General's strategy. During the biennium, the Department maintained a three-month average processing time frame (biennial target: 3 months) (from the receipt of the mission-certified claims to its approval by the Department) for contingent-owned equipment claims.

*(c) More timely response and follow up to allegations of misconduct*

204. Allegations were recorded in the Misconduct Tracking System within seven days of receipt (biennial target: 7 days). In the few instances where there were slight delays, clear reasons were given by missions. Allegations were referred for investigations, as appropriate, within three days (biennial target: 3 days).

*(d) Increased measures to prevent serious misconduct*

205. Efforts on prevention continue to be strengthened and quarterly reports confirm ongoing activities to implement the programme of action on sexual exploitation and abuse. The e-learning programme on the prevention of sexual exploitation and abuse was rolled out to all field missions at the end of 2016 and was made mandatory for all Secretariat personnel in May 2017.

### Subprogramme 6
### Integrated support services

*(a) Timely completion of the planning, rapid deployment and establishment of field missions in response to Security Council mandates*

206. Systems contracts have been reviewed and updated in order to ensure the provision of logistics equipment capable of supporting the deployment of start-up teams and initial troop and police deployments for field missions, where applicable, for 365 days, including sufficient "not-to-exceed" amounts, as well as the maintenance of one wide-body aircraft to ensure the more effective and efficient strategic deployment of troops. Two missions, the United Nations Verification Mission in Colombia and MINUJUSTH, were transitioned from previous missions (the United Nations Mission in Colombia and MINUSTAH, respectively) without

requiring conventional start-up support. The Verification Mission, which began its activities immediately after the completion of the mandate of the United Nations Mission in Colombia, was started up with the deployment of observers who were supplied with the necessary equipment to start their work. However, to support the start-up of the Verification Mission, necessary enablers were provided through the signing of letters of assist and recruitment support within 90 days (biennial target: 90 days) of the Security Council mandate. The Information and Communications Technology Division continued to enhance the wide-area network to provide reliable and efficient voice, data and video communications in the field missions and to improve its rapid deployment capability within 20 hours of the arrival of equipment at the mission (biennial target: 20 hours). The Division also assisted with the technical evaluation of requests for proposals, the review of the information and communications technology strategy and support model, other procurement activities and the facilitation of high resolution services and geographic information systems for both the United Nations Mission in Colombia and MINUJUSTH.

*(b) Increased efficiency and effectiveness of peacekeeping operations and special political missions supported by the Department of Field Support*

207. The Division provided all missions with a wide area network that was functioning 99.8 per cent of the time (biennial target: 99.8 per cent). Systems contracts in all categories of peacekeeping support have remained valid and active 365 days of the year (biennial target: 365 days).

## B. Peacekeeping missions

### 1. United Nations Truce Supervision Organization

*(a) The Security Council is informed in a timely manner of non-compliance with its resolutions*

208. UNTSO provided regional assessments to United Nations Headquarters on the scope of regional developments with regard to the five parties to the Arab-Israeli conflict under its mandate. The strategic-level regional engagement of the Head of Mission and Chief of Staff, and the regular liaison functions performed by its liaison offices in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic, enabled current and projected assessments of the dynamics and developments impacting the UNTSO mandate and enhanced the situational awareness of the Department of Peacekeeping Operations, peacekeeping missions and partners in the region. Both the Observer Group Golan and Observer Group Lebanon provided inputs for assessments and conducted and reported on their operational activities in support of the implementation of the mandates of UNDOF and UNIFIL. With the continuing gradual return of UNDOF forces to locations from which they had temporarily withdrawn, the Observer Group Golan increased operational activities from Mount Hermon temporary observation posts, as conditions allowed.

### 2. United Nations Military Observer Group in India and Pakistan

*(a) The presence of United Nations military observers in established field stations on both sides of the line of control to monitor ceasefire violations*

209. The United Nations Military Observer Group in India and Pakistan (UNMOGIP) deployed military observers in seven established field stations in Pakistan-administered Kashmir and Punjab in Pakistan, and in three field stations in Indian-administered Kashmir to monitor the ceasefire along the line of control. UNMOGIP carried out 1,800 operational tasks, including 72 investigations, 1,408 area reconnaissance operations and the manning of 322 temporary observation posts. All

operational activities were carried out in Pakistan-administered Kashmir. Additionally, the Mission carried out 192 field trips on both sides of the ceasefire line. UNMOGIP operations in the Indian side of the ceasefire line continued to be limited to administrative movements and communications because of the long-standing formal position of non-cooperation of the host Government.

### *(b) Effective and efficient patrolling and inspection and investigation of ceasefire violations*

210. Over the reporting period, UNMOGIP investigated 115 complaints for alleged ceasefire violations submitted by the Pakistan Army. The Indian Army did not submit any ceasefire violation complaints to the Mission. The reports of all investigations were shared in a timely manner with United Nations Headquarters and feedback on alleged ceasefire violations was also shared with the two parties.

## Section 6
## Peaceful uses of outer space

### Highlights of programme results

The Office for Outer Space Affairs continued to promote international cooperation in outer space for economic, social and scientific development during the biennium 2016–2017. The Office continued to support preparations for a special segment of the Committee on the Peaceful Uses of Outer Space dedicated to the fiftieth anniversary of the first United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE+50), which is to be held in Vienna in June 2018, the aim of which is to build, together with all stakeholders, a new concept of space governance that supports the achievement of the Sustainable Development Goals, based on the peaceful exploration and uses of outer space. The Office has aligned its activities to support the objectives and outcomes of the fiftieth anniversary, and new initiatives have been developed in this regard, including the Global Space Partnership for Sustainable Development Goals, the "Space for Development Profile and Space Solutions Compendium", as well as the "Space for women" initiative. In addition, during the reporting period, the first United Nations Champion for Space was appointed. Other highlights included technical legal assistance provided to Member States on the registration of space objects, which resulted in five States submitting notifications on the establishment of their national registries. During the reporting period, 570 functional space objects were registered with the Secretary-General. Additionally, eight ratifications of the United Nations space-related treaties were received. By implementing innovative and forward-looking partnerships with public and private providers of space-based data and solutions, the Office created new opportunities for nations, including developing nations, to discover, access and use those solutions to tackle their critical global commitments towards sustainable development, disaster risk reduction and adaptation to climate change. Cooperation was strengthened with the Office for Disarmament Affairs, the World Health Organization (WHO), UNDP, the United Nations Institute for Training and Research (UNITAR) and the International Civil Aviation Organization (ICAO), as well as with several space-related entities.

### Challenges and lessons learned

The important number of global and regional initiatives to support nations with the implementation of global agendas, many of them being carried out from within the United Nations system or in cooperation with its entities, placed a new burden on the resources of the Office to contribute adequately to the most relevant ones in terms of the use of space-derived solutions. The Office is prioritizing its interventions and promoting a greater inter-agency coordination to ensure that nations receive the benefits of the application of space technologies. The Office faced other challenges, including the need to postpone some activities (technical advisory missions and workshops) owing to requests from host countries/entities, inability to conclude required host country agreements or lack of sufficient human resources to conduct activities. Practical challenges to the implementation of its programme of work, particularly at the beginning of the biennium, included the daily processes and workflow adjustments required resulting from the deployment of Umoja, the new enterprise resource planning system, which led to slower start-up in implementation.

211. The above-cited results are based on the implementation of 99 per cent of 360 mandated, quantifiable outputs, compared with 100 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 11 in the biennium 2014–2015 to 1 in the biennium 2016–2017.

212. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 6)).

### Programme of work

*(a) Greater understanding, acceptance and implementation by the international community of the legal regime established by the United Nations to govern outer space activities*

213. The programme actively contributed to the efforts of the Committee on the Peaceful Uses of Outer Space and its Legal Subcommittee to enhance implementation of the five United Nations treaties on outer space, conducted capacity-building activities to promote greater understanding of space law and provided technical legal assistance to Member States upon request. Eight ratifications/accessions to the treaties were received from three Member States. The Office provided active support to Member States for the registration of space objects, which resulted in five States submitting notifications on their establishment of national registries. Six notifications were received from five Member States in accordance with the Treaty on Principles Governing the Activities of States in the Exploration and Use of Outer Space, including the Moon and Other Celestial Bodies (Outer Space Treaty) and the Agreement on the Rescue of Astronauts, the Return of Astronauts and the Return of Objects Launched into Outer Space (Rescue Agreement). Forty-four Member States and one intergovernmental organization continued providing information in accordance with the Convention on registration of objects launched into outer space (Registration Convention) and General Assembly resolutions 1721 B (XVI) and 62/101, resulting in the registration of 650 space objects (570 functional and 80 non-functional). In total 21 States undertook actions and 7 countries received support in building their capacity in space law, bringing the total number of actions to 85 compared with the target of 71 and the number of countries to 49 compared with the target of 50.

*(b) Strengthened capacity of countries, including developing countries and countries with economies in transition, in using space science and technology and related applications, including global navigation satellite systems, particularly in areas related to sustainable development*

214. The programme provided support to three additional countries while continuing to provide further opportunities to countries supported in the past. These activities increased awareness and facilitated knowledge sharing in space technology

applications in areas such as disaster risk reduction, human space technology, ecosystems and biodiversity conservation, and in adapting to the impacts of climate change, all factors in the implementation of the 2030 Agenda for Sustainable Development. The support also included providing opportunities for researchers from developing countries to conduct scientific experiments in zero gravity instrument projects ("drop tower" tests) and to design, build, deploy and operate small satellites, including those to be launched from the International Space Station, for example, the KiboCube satellite, developed by a team from the University of Nairobi, which was handed over to the Japanese Aerospace Exploration Agency for deployment in early 2018. The total number of countries receiving training and support in using space science and technology increased to 66 and 58 countries, respectively, compared with the respective targets for the biennium of 62 and 59. In addition, 34 States and entities participated in activities to ensure the compatibility and interoperability of space-based positioning, navigation and timing services, bringing the total number of States and entities undertaking such activities to 58 (biennial target: 28).

*(c) Increased coherence and synergy in the space-related work of entities of the United Nations system and international space-related entities in using space science and technology and related applications as tools to advance human development and increase overall capacity development*

215. The Office's active engagement with ICAO in a series of joint symposiums furthered dialogue between aerospace and outer space stakeholders. Cooperation with the Office for Disarmament Affairs resulted in a joint panel discussion in the First and Fourth Committees of the General Assembly, and engagement with the Office for Disarmament Affairs and UNIDIR yielded the special report on the implementation of the report of the Group of Governmental Experts on Transparency and Confidence-Building Measures in Outer Space Activities. The Office is also implementing cooperation agreements with Government authorities and entities (including the China National Space Administration, the bureau of the Prince Sultan bin Abdulaziz International Prize for Water and the University of Bonn), with United Nations entities (UNDP and UNITAR) and with private industry (DigitalGlobe and Sierra Nevada Corporation) with a view to increasing access by Member States to the benefits of space-based data, information, products and services. These novel arrangements aim to facilitate the discovery and use of space-based resources on a free or cost-recovery basis, including by developing countries, in support of their implementation of the 2030 Agenda. In total, 25 activities were undertaken during the biennium, bringing the total number to 57 (biennial target: 38).

*(d) Greater understanding, acceptance and commitment by countries and relevant international and regional organizations regarding ways of accessing and developing the capacity to use all types of space-based information to support the full disaster management cycle*

216. The programme continued to deliver scientific and technical guidance and to provide advisory services in support of national strategies for disaster risk management and the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030. The efforts of the Office have resulted in the creation of three new regional support offices of the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER), at the Mexican Space Agency, at GRID-ARENDAL (a centre based in Norway collaborating with UNEP,) and at the University of Bonn. The Office also delivered targeted capacity-building at the regional level by implementing training, outreach activities, workshops and expert meetings. In 2016, UN-SPIDER marked the tenth anniversary of its inception. This milestone was commemorated at the organization's tenth anniversary conference (UN-SPIDER+10), which highlighted its

accomplishments. The Office supported 40 countries (biennial target: 42) by offering technical advisory services and continuous support to increase the use of space-based information by disaster management stakeholders at the national and regional levels. Two countries received assistance and five additional services were provided on the UN-SPIDER knowledge portal, bringing the cumulative total of services provided during the biennium to 23 (biennial target: 22).

## Section 8
## Legal affairs

### Highlights of programme results

The Office of Legal Affairs continued to provide legal advice on matters concerning international peace and security and transitional justice, legal advice on rules of procedure of principal and subsidiary United Nations organs and on defending the privileges and immunities of United Nations staff and premises worldwide. The Office provided extensive legal advice and assistance to different departments and offices, as well as funds and programmes and peacekeeping and special political missions, including with respect to providing legal support for system-wide efforts to strengthen the Organization's prevention of and response to acts of sexual exploitation and abuse. Through the Division for Ocean Affairs and the Law of the Sea, the Office continued to contribute to the effective implementation and application of the United Nations Convention on the Law of the Sea and the two related implementing agreements through the provision of information, advice and assistance to States, intergovernmental organizations and other entities. As a result, the number of States parties to the Convention and the agreements increased from 396 in December 2015 to 405 in December 2017.

The Office organized 115 joint activities (including through the UNCITRAL Regional Centre for Asia and the Pacific), including meetings of experts, colloquiums, conferences, participation in working groups and plenaries of governing bodies of other organizations and teaching courses. Furthermore, in each year of the biennium, the Office conducted a regional course in international law in the three regions: Africa; Asia and the Pacific; and Latin America and the Caribbean. Prior to 2016, holding courses in the three regions in a single year was not possible as only two courses, at most, could be held in the same year.

### Challenges and lessons learned

The report of an independent review on sexual exploitation and abuse by international peacekeeping forces in the Central African Republic highlighted a series of challenges for the Organization in terms of its response to acts of sexual exploitation and abuse, whether by United Nations personnel or by non-United Nations security forces operating under a United Nations mandate. Its recommendations included that the Organization should "adopt an approach to immunity that presumes the cooperation and active participation of United Nations staff in accountability processes". In response the Office took a series of practical steps to reduce the time it takes to respond to requests relating to immunity of United Nations personnel and United Nations archives, and prepared a system-wide uniform policy to balance considerations of confidentiality and accountability when cooperating with national authorities in cases of sexual exploitation and abuse.

217. The above-cited results are based on the implementation of 91 per cent of 2,006 mandated, quantifiable outputs in the biennium 2016–2017, compared with 90 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 24 in the biennium 2014–2015 to 8 in the biennium 2016–2017.

218. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 8) and Corr.1).

### Executive direction and management

*(a) Increased timeliness of submission of documentation*

219. The Office submitted 95 per cent of its documentation within the established deadlines (biennial target: 95 per cent). The Office has paid close attention to implementation of this performance indicator, and has generally met or exceeded the target in all recent years.

*(b) Enhanced coordination in the work of legal advisers and legal liaison officers of the United Nations system*

220. All six meetings planned by the Office were held during the biennium. The meetings were well attended and the reaction and follow-up to the meetings was positive. The meetings allow legal advisers from a range of work areas and organizations to exchange best experiences and obtain information on issues of common interest for their legal mandates. They also provide the Office with the opportunity to brief legal representatives from the specialized agencies, funds and programmes and field operations on issues of developing importance and of common interest. In the period under review, a number of important issues have arisen and the meetings provided timely forums for discussion and for the sharing of lessons learned from some of the most important legal questions addressed by the Office in conjunction with legal advisers of different entities of the United Nations system both at Headquarters and in the field.

### Subprogramme 1
### Provision of legal services to the United Nations system as a whole

*(a) Effective functioning of the principal and subsidiary organs of the United Nations in accordance with international law, including the United Nations legal regime, and supporting international justice mechanisms, as mandated*

221. The Office of the Legal Counsel continued to meet its responsibilities in accordance with and often exceeding performance targets. It is estimated that in approximately 98 per cent of instances (biennial target: 98 per cent), the Office was able to respond to requests for advice in a timely manner, not only providing advice which took the legal framework into account, but which was also practical and actionable, thus facilitating the operations of the Organization. During the biennium 2016–2017, the Office of the Legal Council provided extensive legal advice and assistance to different departments and offices of the United Nations, including its funds and programmes, and to other entities, as well as drafting or assisting in the negotiation of legal instruments necessary for their operations. This included advising on the drafting and signature of 240 host country agreements for entities of the Secretariat and the funds and programmes, and the drafting of and assistance with regard to the negotiation of transit agreements with three Member States to facilitate the operations of MINUSMA and a status-of-mission agreement for the new mission in Haiti (MINUJUSTH).

### Subprogramme 2
### General legal services provided to United Nations organs and programmes

*(a) Maximization of the protection of the legal interests of the Organization*

222. During the biennium 2016–2017, there were no instances in which, unless waived, the privileges and immunities of the United Nations were not maintained.

*(b) Minimization of the legal liabilities of the Organization*

223. During the biennium, claims against the Organization in the total amount of $183.4 million were resolved in the amount of $11.3 million, resulting in a reduction of $172.1 million in liability from the amount originally claimed against the United Nations. Thus, as a result of the legal representation provided by the General Legal Division, the actual liability of the United Nations was reduced by 93.8 per cent and the percentage of actual liability borne by the Organization was 6.2 per cent of the amount originally claimed (biennial target: 35 per cent). Additionally, as a result of successful appeals of judgments of the United Nations Dispute Tribunal by the General Legal Division during the biennium, the United Nations Appeals Tribunal reduced the liability of the Organization by over $2.7 million.

### Subprogramme 3
### Progressive development and codification of international law

*(a) Progress in the formulation of legal instruments*

224. The Codification Division continued to provide substantive support to several legal bodies, including the Sixth Committee and the International Law Commission. In 2016, the Commission adopted the draft articles on the protection of persons in the event of disasters, and the first reading of the draft guidelines on the identification of customary international law and of the draft conclusions on subsequent agreements and subsequent practice in relation to the interpretation of treaties. In 2017, the Commission adopted the draft articles on crimes against humanity on first reading. During the biennium moderate progress was made on instruments pertaining to a further seven topics on the programme of work of the Commission. The Sixth Committee also made moderate progress on an instrument on State responsibility, and continued its consideration of instruments relating to a further eight items on its agenda, including the proposed comprehensive convention on international terrorism. The Division contributed to this work through research on various topics, the preparation of analytical studies, background papers and numerous parliamentary documents, as well as through the provision of expert legal advice, resulting in the advancement of 57 per cent of the legal instruments under preparation to a higher level of progress (biennial target: 50 per cent).

*(b) Wider appreciation and understanding of international law*

225. The Codification Division continued to conduct the Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law. For the first time, the Division conducted regional courses in international law in all three regions, namely in Africa, Asia and the Pacific and Latin America and the Caribbean, within a single calendar year, in both 2016 and 2017, thus meeting 100 per cent of the target (biennial target: 100 per cent). In addition, the Division provided guidance and support to the African Institute of International Law for the organization of the International Law Seminar for African Universities, held in Ghana in 2016. The Division also: disseminated legal publications, documents and information in hard copy and online to approximately 838,000 unique end-users (biennial target: 500,000), including adding 101 lectures to the series offered by the Audio Visual

Library, accessed by more than 420,000 unique end-users; and distributed training materials in both hard and electronic copy to participants in its training courses, with an overall satisfaction rate of 100 per cent (biennial target: 90 per cent).

### Subprogramme 4
### Law of the sea and ocean affairs

*(a) Increased participation of States in, and effective implementation and application of, the United Nations Convention on the Law of the Sea and the related implementing agreements*

226. The Division for Ocean Affairs and the Law of the Sea continues to contribute to the effective implementation and application of the United Nations Convention on the Law of the Sea and the two related implementing agreements. As a result, the number of States parties to the Convention and the agreements increased from 396 in December 2015 to 405 in December 2017, thus surpassing the target for the biennium 2016–2017. In addition, there were 130 deposits of charts and lists of coordinates by States parties under the Convention at the end of the biennium (biennial target: 125). The Division also continued to provide efficient support and assistance to the Commission on the Limits of the Continental Shelf. As a result of these activities, the number of submissions actively considered by the Commission reached its expected target of 37 (biennial target: 37).

*(b) Enhanced cooperation and coordination among stakeholders in relation to ocean and coastal issues*

227. The Division supported 180 cooperative activities (biennial target: 95) between and among States and other stakeholders, including those aimed at contributing to the sustainable development of the oceans and seas. In addition, the Division organized, participated in or contributed to 77 joint activities, in coordination with entities of the United Nations system and other bodies, including through UN-Oceans, above the activities anticipated for the biennium (biennial target: 23). This significant increase of expected number of activities reflects, inter alia, increased activities related to the implementation of the Sustainable Development Goals of the 2030 Agenda.

*(c) Enhanced understanding of, and/or familiarity with, the law of the sea and related legislative and policy frameworks*

228. Based on the feedback from States and other stakeholders, the Office of Legal Affairs, through the capacity-building activities of the Division for Ocean Affairs and the Law of the Sea, enhanced the understanding of, and/or familiarity with, the law of the sea and related legislative and policy frameworks during the biennium. These capacity-building activities included the implementation and management of the United Nations-Nippon Foundation of Japan Fellowship Programme, as well as assistance to States, upon their request, with the application and implementation of the provisions of the United Nations Convention on the Law of the Sea and the implementing agreements, in particular, through the organization of workshops and training programmes. On average, 89.6 per cent of recipients indicated their satisfaction with the technical assistance and capacity-development activities carried out by the Division (biennial target: 71 per cent).

### Subprogramme 5
### Progressive harmonization, modernization and unification of the law of international trade

*(a) Effective progress towards the modernization of trade law and practices and reduction of legal uncertainties and obstacles posed by inadequate and disparate laws or conflicting interpretation and application of laws*

229. During the biennium, notable progress was made towards the effective modernization of trade law with the adoption of the Model Law on Secured Transactions, the 2016 Notes on Organizing Arbitral Proceedings (prepared by UNCITRAL), the Technical Notes on Online Dispute Resolution, the UNCITRAL Model Law on Electronic Transferable Records and the entry into force of the United Nations Convention on Transparency in Treaty-based Investor-State Arbitration on 18 October 2017. The International Trade Law Division placed emphasis on promoting the adoption and use of most recent texts of UNCITRAL, which resulted in 29 treaty actions and national enactments of UNCITRAL texts by 31 December 2017 (biennial target: 65). The reported 183 judicial and arbitral decisions based on those texts provide objective evidence of their practical use (biennial target: 200). During the reporting period, the Transparency Registry managed by the UNCITRAL secretariat became fully operational.

*(b) Increased awareness and understanding of international trade law issues and reliance on UNCITRAL standards*

230. Both the number of publications discussing the work of UNCITRAL and the number of references in legal databases to it and to its work increased steadily. During the biennium, 1,023 additional publications (biennial target: 1,150) were collected in the UNCITRAL bibliography. The number of page views on the UNCITRAL website (http://www.uncitral.org/) provides an indirect but significant means of assessing the level of interest in the texts it has developed. Since the establishment, in October 2014, of new social media features on the UNCITRAL website, namely, the Tumblr microblog and the LinkedIn presence, the average number of daily visits to the website has increased noticeably, reaching 3,802, above the target for the biennium (biennial target: 2,450). The number of daily visits fluctuates according to the level of interest on the part of the general public in topics being worked on by UNCITRAL and the timing of UNCITRAL meetings: recent work in the area of transparency in investment arbitration has attracted considerable interest. The website is regarded worldwide as a prominent trade law source and is available in all six official languages of the United Nations.

*(c) Improved coordination and cooperation among international organizations active in the field of international trade law*

231. The unit dealing with technical assistance and coordination took steps to identify and pursue opportunities with international organizations, resulting in 115 joint activities (biennial target: 75), including meetings of experts, colloquiums, conferences, participation in working groups and plenaries of governing bodies of other organizations dealing with issues of joint interest, contributions to joint publications related to international trade law articles on the work of UNCITRAL in professional journals, and teaching courses, among others. The UNCITRAL Regional Centre for Asia and the Pacific, established in the Republic of Korea with support from the Government, continued to contribute to the improved coordination of activities in this vast region.

*(d) Improved functioning of UNCITRAL*

232. The ratings given by delegates to the UNCITRAL secretariat show a consistently high level of satisfaction. However, the small number of replies received each year (15 responses in 2016 and in 2017) would suggest that delegates and observers of Member States do not consider it crucial to evaluate specifically the work of UNCITRAL for the sessions of the Commission. In addition, the overall satisfaction of the clients of the UNCITRAL secretariat is also verbally expressed in feedback received during the Commission sessions, as well as in the written statements by delegates to the Sixth Committee and in letters of appreciation occasionally received throughout the reporting period. Of the representatives of Member States and other bodies who responded to the survey or otherwise, 8 per cent (biennial target — 10 per cent) indicated their satisfaction with the services provided.

### Subprogramme 6
### Custody, registration and publication of treaties

*(a) Improved access to treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related treaty actions submitted for registration and publication with the Secretariat*

233. In the biennium 2016–2017, the Treaty Section continued to make good progress in improving access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat. In 2016, the Office of Legal Affairs prepared 48 volumes of the *United Nations Treaty Series*, registered 1,524 treaties and 1,603 treaty actions and processed 1,970 depositary notifications. In 2017, the Office prepared 52 volumes of the *United Nations Treaty Series*, registered 928 treaties and 1,017 treaty actions and processed 1,634 depositary notifications. The website of the Treaty Section was frequently consulted, averaging 252,775 monthly page views in 2016, and 232,741 monthly page views in 2017 (biennial target: 350,000). Treaty actions relating to treaties deposited with the Secretary-General were processed in 1.5 days (biennial target: 1.5 days); treaties and treaty actions were registered within 1 day (biennial target: 1 day), if no translation was required.

*(b) Ongoing State participation in the international treaty framework*

234. During the biennium 2016–2017, the Treaty Section assisted in promoting State participation in the treaties deposited with the Secretary-General through the organization of capacity-development activities, two annual treaty events, as well as four special treaty events, including the high-level ceremony for the opening for signature of the Paris Agreement on climate change, held on 22 April 2016, which resulted in 175 signatures of the agreement. The Section received 3,882 treaties and treaty actions for deposit with the Secretary-General and for registration in 2016 and 2,698 in 2017. Consequently, a total of 6,578 treaties and treaty actions were received (biennial target: 5,360). The 2016 and 2017 treaty events organized by the Section resulted in a total of 177 treaty actions by States.

*(c) Enhanced familiarity with and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties*

235. The Treaty Section conducted four training seminars at Headquarters and one regional seminar in the Latin America and the Caribbean region, in Mexico City. Survey results showed that 100 per cent of participants expressed satisfaction with those training seminars (biennial target: 72 per cent). As part of the International Law

Fellowship Programme, the Section gave seminars on treaty law at the regional courses on international law for countries in: Africa (Addis Ababa, February 2016 and February 2017); Asia and the Pacific (Bangkok, December 2016 and December 2017); and Latin America and the Caribbean (Montevideo, April 2016, and Santiago, April 2017). The Section, which also continued to respond to a substantial number of requests for advice and assistance from States, United Nations offices, the specialized agencies and treaty bodies on depositary and registration-related questions, as well as on the drafting of final clauses, received 1,675 such requests in the course of the biennium (biennial target: 1,675). The Section also provided legal support on treaty law and practice during various negotiation processes.

## Section 9
## Economic and social affairs

### Highlights of programme results

The Department of Economic and Social Affairs continued to support the 2030 Agenda for Sustainable Development through the annual high-level political forum on sustainable development and its thematic and national review processes. The Department also served as the substantive secretariat for the discussions of Member States on the longer-term positioning of the United Nations development system. Substantive support to other major intergovernmental processes included support for the work of: the first and second annual Economic and Social Council forums on financing for development follow-up; the Global Sustainable Transport Conference; the Ocean Conference; the United Nations Public Service Forum; the Economic and Social Council, including its functional commissions and expert bodies; and the General Assembly, through its Second and Third Committees. It also facilitated the development and subsequent adoption of the global Sustainable Development Goal indicator framework. Furthermore, the Department provided support for the negotiations that resulted in the adoption of the United Nations strategic plan for forests (2017–2030) and for the adoption of the New York Declaration for Refugees and Migrants. With a focus on the impact of new technologies, the Department, in collaboration with other entities, produced a report on the impact of the technological revolution on labour markets and income distribution. Its analytical and substantive reports, such as *World Economic and Social Survey* and *World Economic Situation and Prospects*, continued to inform intergovernmental processes. The Department also continued to issue global estimates, fact sheets, research and analysis on cross-cutting issues and integrative policy approaches, including raising awareness of social development policies. The Department's capacity-development programmes supported the efforts of countries to strengthen their national capacity in statistical and geospatial information in order to mount a better response to the data challenges of the 2030 Agenda and to strengthen the public sector's professionalism, accountability and excellence in the field of sustainable development.

### Challenges and lessons learned

While the Department's analytical work and support to the various intergovernmental processes have been successful, the interlinkages of the Sustainable Development Goals require that the Department engage an even broader range of stakeholders, and adopt new methods to enable further collaboration with them. The Department will continue to increase synergies, information-sharing and coordination of its ongoing programmes and activities.

236. The above-cited results are bas[illegible] implementation of 96 per cent of 3,105 mandated, quantifiable outputs in th[illegible]ium 2016–2017, compared with 97 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat increased from 6 in the biennium 2014–2015 to 14 in the biennium 2016–2017.

237. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 9)).

### Executive direction and management

*(a) Programme of work is effectively managed*

238. The Department of Economic and Social Affairs continued to ensure the timely delivery of its outputs and services and the effective and efficient use of resources during the biennium. An overall output implementation rate of 96 per cent (biennial target: 93 per cent) was achieved.

*(b) Increased timeliness of submission of documentation*

239. In 2016, 349 official pre-session documents were slotted for submission, 333 of which were submitted on time, resulting in a compliance rate of 95 per cent. In 2017, 370 official pre-session documents were slotted for submission, 349 of which were submitted on time, resulting in a compliance rate of 94 per cent. Overall, the Department achieved a 95 per cent compliance rate (biennial target: 90 per cent) for the timely submission of pre-session documents during the biennium.

*(c) Enhanced policy coherence in the management of the economic and social activities of the United Nations Secretariat through the support of the Executive Committee on Economic and Social Affairs*

240. Members of the expanded Executive Committee on Economic and Social Affairs made valuable contributions to the follow-up to the 2030 Agenda for Sustainable Development and other intergovernmental processes. The Department coordinated with representatives and entities related to the expanded Executive Committee on the high-level political forum on sustainable development and voluntary national reviews, the Ocean Conference, the Technology Facilitation Mechanism, the *Global Sustainable Development Report* and the 2017 report of the Inter-Agency Task Force on Financing for Development. The Executive Committee also supported the accomplishment of key milestones in data and statistics, including the adoption of the global Sustainable Development Goal indicator framework by the Statistical Commission of the Department of Economic and Social Affairs. The Department briefed the membership of the Secretary-General's Executive Committee and sought their support for the implementation of key decisions related to sustainable development, as guided by the Executive Committee. Thirty-six decisions (biennial target: 40) and 32 policy papers, reports, guidance and other notes (biennial target: 30) resulted from those activities.

*(d) Enhanced public knowledge on the role of the Department of Economic and Social Affairs in promoting sustainable development for all*

241. The Department continued to raise awareness of its work among its target audience, focusing on the implementation of the Sustainable Development Goals. The Department provided extensive online coverage of major conferences, events and initiatives, including: the appointment of Sustainable Development Goals Advocates; the high-level political forum on sustainable development; the Ocean Conference; the United Nations World Data Forum; the Conference of the States Parties to the Convention on Rights of Persons with Disabilities; the twenty-third session of the

Conference of the Parties to the United Nations Framework Convention on Climate Change, known as the United Nations Climate Change Conference; the Sustainable Development Goals indicator framework; the high-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants, including the adoption of the New York Declaration for Refugees and Migrants; and the Economic and Social Council Youth Forum. The Department's website was redesigned for enhanced alignment with the main United Nations website. The Department's rebranded external newsletter, "UN DESA Voice", was launched to enhance the Department's online presence. Facebook live broadcasts were introduced as an effective tool for broader outreach and audience engagement. The Department published 332 news stories (biennial target: 305) and total visits to the Department's websites were 69,647,368 (biennial target: 45 million). In total, 212 videos were produced by the Department in the biennium 2016–2017 (biennial target: 80).

### Subprogramme 1
### Economic and Social Council support and coordination

*(a) Strengthened role of the General Assembly and the Economic and Social Council in facilitating and monitoring progress towards the implementation of the internationally agreed development goals, and in reinforcing the linkages between global policy discussion and national efforts to achieve those goals, including through the high-level political forum convened under the auspices of the Economic and Social Council and the Development Cooperation Forum*

242. The Department promoted the engagement of stakeholders, with a focus on gender balance through the organization of the annual Youth Forum and the Partnerships Forum in the biennium 2016–2017, bringing together the diverse voices of young people and the private sector as key drivers for the successful implementation of the 2030 Agenda. Two expert group meetings were convened on multi-stakeholder partnerships to deepen the discussion on the role of Member States in the review and monitoring of multi-stakeholder partnerships. Moreover, in order to mobilize a strong and effective coordinated response, and promote the implementation of a risk-informed and resilient 2030 Agenda, the Department organized special meetings and briefings to discuss: the economic, social and environmental dimensions of the Zika virus (February 2016); El Niño (May 2016); and the hurricanes in the Caribbean (October 2017). The Department met its target of strengthening the role of the General Assembly and Economic and Social Council, as demonstrated by the increased level of participation in meetings of the Council (biennial target: participation of 15 national focal points in the Council's operational activities segment and 125 stakeholders in the Development Cooperation Forum), including meetings of the Second Committee of the General Assembly and the Council. In addition, the Council convened the fifth biennial High-Level Meeting of the Development Cooperation Forum, bringing together various stakeholders. A majority of Member States expressed their satisfaction with the Department's support and servicing of the intergovernmental processes, including the Development Cooperation Forum on South-South and triangular cooperation (biennial target: 35 statements).

*(b) Enhanced role of the Economic and Social Council in guiding its subsidiary bodies and in promoting coordination and coherence in the activities of the United Nations system, including the integration of the three dimensions of sustainable development within the United Nations system*

243. The Department continued to support the efforts of the Economic and Social Council to provide the United Nations system with cross-sectoral coordination and overall system-wide guidance. The Department convened the annual meeting of the

Chairs of functional commissions and expert bodies of the Economic and Social Council, and provided guidance to the secretariats of the subsidiary bodies on their contributions to the work of the Council, in particular to the selection of its annual theme and on the integration segment (biennial target: 15 substantive inputs). The Department achieved the proposed targets of enhancing the role of the Council by putting its work at the forefront of coordination and coherence in the activities of the United Nations system (biennial target: 4 United Nations system organizations preparing action plans for implementation). This was evident throughout the cycle of the Council's work during the biennium, during which it considered 14 relevant issues and adopted 10 resolutions, which were informed by multiple contributions and recommendations received from the subsidiary bodies and funds, programmes and the specialized agencies (biennial target: 14 issues and 10 resolutions/decisions). There was also an increased utilization by Member States of a simplified process and improved reporting on the implementation of the quadrennial comprehensive policy review (biennial target: 10 Member States), as well as a growing interest on the part of non-governmental organizations to participate, as reflected in their 104 statements (biennial target: 65). The Department also supported the process and analytical work that underpinned the Secretary-General's respective reports on the repositioning of the United Nations development system to deliver on the 2030 Agenda.

*(c) Enhanced role of the Economic and Social Council in the area of post-conflict reconstruction and development*

244. The Department continued to enhance the role of the Economic and Social Council in the area of post-conflict reconstruction and development, including by strengthening cooperation between Council and the Peacebuilding Commission. In follow-up to the review of the peacebuilding architecture, in June 2016, the Department, in collaboration with the Peacebuilding Support Office, organized a joint meeting of the Council and the Peacebuilding Commission on the "2030 Agenda for Sustainable Development and Sustaining Peace". This was followed by a joint meeting on the situation in the Sahel region in June 2017, which underscored the need for a regional approach to addressing cross-border development challenges and strengthening partnerships through better coordination and coherence among development partners. The Chair of the Peacebuilding Commission briefed the Council during the coordination and management meetings held during the biennium (biennial target: 3 meetings). The annual visits of the Ad Hoc Advisory Group on Haiti to the international financial institutions in Washington, D.C., followed by its mission to Haiti in 2017, facilitated its report and recommendations to the Council. The report to the Council included a discussion of the gender dimension of work in the area of post-conflict reconstruction and development.

### Subprogramme 2
### Social policy and development

*(a) Increased agreement at the intergovernmental level*

245. The Division for Social Policy and Development provided support in the context of the social dimensions of the 2030 Agenda. During the biennium, 97 per cent (biennial target: 86 per cent) of its proposed recommendations were used in the formulation of resolutions of the fifty-fourth and fifty-fifth sessions of the Commission for Social Development and the seventy-first and seventy-second sessions of the General Assembly, and all reports to these bodies included gender-sensitive recommendations (biennial target 100 per cent). In addition to providing input for resolutions on social issues, including on rethinking social development in the contemporary world, the social dimensions of NEPAD and mainstreaming disability in the areas of development, family and ageing, the efforts of the Division

in the light of the commemoration of the tenth anniversary of the Convention on the Rights of Persons with Disabilities brought increased attention to disability issues in the work of the United Nations, and in the formulation of critical normative frameworks for development, including the New Urban Agenda.

*(b) Increased knowledge of and acquired skills for implementing social policies at the national and community levels with a view to strengthening the capacity of Member States in this regard*

246. The Division trained 469 national personnel (biennial target: 420) in the implementation of social policies at the national and community levels, promoting further integration of technical cooperation and normative activities. Areas of focus included support for policy development for older persons, persons with disabilities, families, youth, indigenous peoples and cooperatives, and promotion of mechanisms and methodologies for greater social inclusion, including the implementation of the system-wide action plan to achieve the goals of the Declaration on the Rights of Indigenous Peoples, and awareness-raising efforts on the 2030 Agenda. Activities included: (a) advisory services to Governments; (b) national and regional training workshops in collaboration with entities of the United Nations system and civil society; (c) field projects; and (d) sharing of experiences, best practices and lessons learned.

*(c) Increased awareness by Governments, civil society, the United Nations system and the private sector of social development analysis*

247. The Division saw an improvement in its contribution to increased awareness of social development analysis. However, as a result of a change in the Webtrends indicators, which the Division used to measure its website performance, the established targets no longer apply. Having adjusted the performance for the biennium 2014–2015 based on the new measures, the Division saw a 9.6 per cent increase in downloads and visits in the biennium 2016–2017, reaching 5.2 million. In this regard, citations of the Division's two flagship publications also showed an increase, totalling 500 for the biennium 2016–2017 (biennial target: 120 citations). The Division is preparing to make an even greater contribution to increased awareness with the launch of its new flagship publications in the next budgetary cycle.

### Subprogramme 3
### Sustainable development

*(a) Effective review of and agreement by Member States on key sustainable development challenges and priority actions to advance implementation of agreed outcomes on sustainable development and integration of the three dimensions of sustainable development, particularly the 2030 Agenda for Sustainable Development, including outcomes of major United Nations conferences on sustainable development, and Agenda 21*

248. The Division for Sustainable Development continued to provide technical and substantive support to intergovernmental processes, including the Second Committee of the General Assembly and the high-level political forum on sustainable development, including its preparatory meetings. The 2016 and 2017 high-level political forums, the first since the adoption of the 2030 Agenda, featured thematic reviews of individual Sustainable Development Goals and the presentation of voluntary national reviews by 65 Member States. The Division prepared the synthesis reports of the voluntary national reviews and updated the Secretary-General's guidelines on their submission. The Division also supported the first Global Conference on Sustainable Transport, held in Ashgabat in November 2016, and the Ocean Conference, held in New York in June 2017. Interventions by delegates and

other major stakeholders at the intergovernmental forums and during the deliberations of the Second Committee demonstrated significant satisfaction with the support provided by the Secretariat; the biennial target of 88 per cent satisfaction rate was achieved.

*(b) Increased accessibility of information, understanding and knowledge of policy options, practical measures and concrete actions needed for the implementation of the 2030 Agenda for Sustainable Development, including for the adoption and implementation of sustainable development at the local, national, regional and international levels*

249. The use of the Division's website as a repository of information as well as a mechanism for the fostering and recording of partnerships and voluntary commitments of Member States and other stakeholders continued to be successful. The Ocean Conference generated 1,416 voluntary comments by all stakeholder groups; 692 inputs were provided by Member States, 616 of which were attributable to the Ocean Conference. The overall target of 50 inputs was exceeded by far. The website is the main information outlet for the 2030 Agenda, the high-level political forum on sustainable development, the Technology Facilitation Mechanism, the Small Island Developing States Partnership Framework, the High-level Panel on Water and the Partnership Exchange for the review of multi-stakeholder partnerships and voluntary commitments. Almost 8.2 million visits to the Division's webpage were recorded (biennial target: 5.5 million). During the biennium 2016–2017, the use of social media was further increased.

*(c) Enhanced capacity of developing countries, including small island developing States, and countries with economies in transition to formulate and implement strategies, policies, frameworks and programmes in support of sustainable development, including follow-up to the 2030 Agenda for Sustainable Development, with a special focus on gender equality and empowerment of women*

250. The Division supported the participation of 65 countries in the voluntary national review mechanism under the high-level political forum in the biennium 2016–2017. In addition, the Division continued to provide technical and substantive assistance for capacity-building activities to developing countries, including the organization of thematic workshops on sustainable transport, water and sanitation, sand and dust storms, climate change, and mobilizing partnerships in small island developing States. The Division provided funding for the participation of more than 1,100 participants (over 30 per cent of whom were women) at thematic workshops, conferences and capacity-building events (biennial target: 270 participants). The Division also continued to provide advisory services to developing countries in mainstreaming sustainable development into national development strategies, including institutional mechanisms and monitoring and reporting.

*(d) Strengthened science-policy interface in decision-making at all levels*

251. The Division coordinated the preparation of the *Global Sustainable Development Report 2016*, and supported the work of the group of 15 scientists tasked with the drafting of the next edition, due to be issued in 2019. The report received 100 positive comments from Member States and from members of the scientific community (biennial target: 95 positive comments). The Division also provided support to the inter-agency working group on the technology facilitation mechanism and organized the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals in both 2016 and 2017. It also supported the annual meetings of the 10-member group to support the Technology Facilitation

Mechanism. Work also began on the development of an online platform for innovation on existing science, technology and innovation initiatives. The Division received an 80 per cent positive feedback rate from the participants from Member States on the support provided during the biennium (biennial target: 73 per cent).

### Subprogramme 4
### Statistics

(a) *Strengthened global statistical and geospatial information system, with more active participation by countries and increased collaboration among international organizations, including progress in the harmonization and rationalization of the Sustainable Development Goal indicators*

252. The Statistics Division strengthened the global statistical and geospatial information system by encouraging the participation of an average of 695 statisticians, geospatial experts and various users and producers of data at the sessions of the Statistical Commission (biennial target: 565) to achieve mutual understanding and set common statistical and geospatial standards for coherent and harmonized implementation and follow-up of the 2030 Agenda. The Division also maintained the key established statistical coordination mechanisms through 18 high-level, collaborative meetings (biennial target: 13), including the Committee for the Coordination of Statistical Activities and meetings of other United Nations entities that provide strategic leadership for monitoring and reporting on the Sustainable Development Goals. Increasing attention and participation in these high-level gatherings organized by the Division contributed to the effective functioning and transformation of the global statistical and geospatial system to respond better to the data demands of the 2030 Agenda.

(b) *Better and broader use by Governments, international organizations, research institutes, the private sector and the general public of statistical data and technical guidelines produced by the subprogramme*

253. The Division registered significant achievements in increasing the availability of and accessibility to and use of statistical data and technical guidelines. Main data dissemination platforms, such as the United Nations International Trade Statistics Database (COMTRADE) and UNdata, as well as the subprogramme websites, through which Governments, international research and private sector organizations and the public at large access statistical data, technical guidelines, publications and reports on the Sustainable Development Goals, were redesigned, keeping user experience in mind. The improvements in those platforms resulted in easy access to available data and information. This eventually led to an 8 per cent increase in the number of data requests satisfied (biennial target: 5 per cent) and a 37 per cent increase in website visits (biennial target: 3 per cent) compared with the previous biennium.

(c) *Strengthened capacity of developing countries, in particular the least developed countries, as well as landlocked countries and small island developing States, to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields, in order to produce high-quality data, including data disaggregated by income, sex, age, race, ethnicity, migration status, disability and geographic location and other characteristics relevant in the national context for policymakers and the public in general*

254. The Division provided a total of 83 targeted in-person and online training sessions to over 6,000 participants (49 per cent of whom were female) from 139 countries (biennial target: 90) on how to measure, monitor and report on progress towards achieving the Sustainable Development Goals. The training sessions included

hands-on application of and practical recommendations for implementing international statistical standards, modernizing national statistical systems through big data for official statistics and the use of geospatial information and technology and non-traditional data sources for the production of information on the implementation of the Sustainable Development Goal indicators. The high level of participation was partially because of the holding of a number of major events, including the first United Nations World Data Forum, the first International Conference on Sustainable Development Goals Statistics and the fourth United Nations Conference on Big Data for Official Statistics. The post-training surveys indicated that 92 per cent (biennial target: 75 per cent) of respondents benefitted from the materials provided at the training sessions.

### Subprogramme 5
### Population

(a) *Enhanced awareness of the international community of new and emerging population issues and increased knowledge and understanding of the interactions between population and development, including the gender dimensions of demographic phenomena, especially in regard to fertility, mortality, migration, family planning, urbanization, population growth, population ageing and the environment*

255. The Population Division supported the work of the forty-ninth and fiftieth sessions of the Commission on Population and Development by convening regular briefings for Member States in preparation for the sessions. The themes of the sessions, "Strengthening the demographic evidence base for the post-2015 development agenda" and "Changing population age structures and sustainable development", focused attention on the core mandate of the Commission and essential elements of the Programme of Action of the International Conference on Population and Development: statistics, data, population age structures and development. Expert group meetings were also organized on these themes to provide inputs to the thematic reports of the Secretary-General. In addition, with international migration high on the global agenda, the Division interacted frequently with various stakeholders. Throughout the year, the Division received visitors, organized meetings and supported the meetings of senior officials of the Organization. In all interactions with its main constituents, the Division emphasized the need to consider the gender dimensions of demographic development. A total of 507 government officials received briefings or visited the Division for consultations (biennial target: 145 government officials).

(b) *Effectively facilitate review by Member States of progress made in the further implementation of the Programme of Action of the International Conference on Population and Development and of relevant instruments of the United Nations development agenda*

256. All documents produced by the Division for the sessions of the Commission on Population and Development were made available to Member States on time. In addition, unedited English-only versions of all parliamentary documents were posted on the Division's website as early as possible, ahead of the official deadline, an action that was much appreciated by Member States. Documents by the Division are generally perceived as timely, technically sound, policy-oriented and informative for the work of the Commission. The Division kept track of feedback received from Member States on the quality of documents provided for each session. During the biennium 2016–2017, 60 Member States expressed satisfaction with the work of the Division (biennial target: 27).

*(c) Improved accessibility and timeliness of population information and data, sex- and age-disaggregated data for use by Member States, the United Nations system, civil society and academia*

257. The Division continued to update and expand its website to provide Member States and the international community with access to timely information on population matters; a total of 3,651,542 visits to its website (biennial target: 2,000,000 visits) were recorded during the biennium. The website made available up-to-date datasets and reports containing data and information disaggregated by age and sex on topics related to population and development. It also featured special stories, videos and materials in other formats on major United Nations events, including International Migrants Day on 18 December and the high-level meeting of the General Assembly to address large movements of refugees and migrants on 19 September 2016. On the 50-year anniversary of the Commission on Population and Development, the Division, in collaboration with Communications and Information Management Service, produced a video, which was well received. The Division continued to host the website of the Commission, which attracts significant traffic during the preparation phase and follow-up to the annual sessions.

### Subprogramme 6
### Development policy and analysis

*(a) Strengthened international debate by assisting the General Assembly and the Economic and Social Council in identifying and understanding new and emerging economic development issues and challenges in the context of advancing the internationally agreed development goals*

258. The analytical outputs of the Development Policy and Analysis Division supported the debate in the General Assembly and the Economic and Social Council by providing unbiased analyses of development issues and policies. The impact of the Division's work was reflected in 20 related resolutions and decisions of the Assembly and the Council (biennial target: 17). In a survey, 83 per cent of the Member States confirmed that the Division's reports were "useful" or "very useful" (biennial target: 76 per cent). In addition, during the biennium, 26 references to the Division's economic forecasting model were reported by other entities (biennial target: 21). At the request of the Secretary-General and under the guidance of the Under-Secretary-General for Economic and Social Affairs, the Division undertook the analysis of frontier and emerging issues, including issues associated with countries in conflict. Within the Department, the Division took the lead, in cooperation with UNDP and other United Nations agencies, in the production of two important studies on: (a) labour and technology; and (b) globalization.

*(b) Improved awareness of and dialogue on the world economic situation, including fostering and disseminating a unified United Nations view on the world economic outlook and its implications for the prospects of developing countries, including the least developed countries*

259. The analytical outputs of the Division supported the dialogue on world economic conditions and trends in both the General Assembly and the Economic and Social Council. The main outputs were the flagship publication, *World Economic Situation and Prospects* (2016 and 2017), produced by the Division with inputs from the Financing for Development Office of the Department, UNCTAD and the regional commissions, and the production of mid-year updates on the publication. The 2016 edition of *World Economic Situation and Prospects* analysed the implications of global macroeconomic trends for the achievement of the Sustainable Development Goals, with an emphasis on issues related to female and youth employment, both of

which were discussed at the 2016 high-level segment of the Economic and Social Council. The 2017 edition projected a modest recovery in global growth, which is more an indication of economic stabilization than a signal of a robust and sustained revival of global demand. Content from the flagship publication was cited in 51 instances in reports and notes of the Secretary-General and incorporated into speeches by the Secretary-General and other United Nations officials (biennial target: 51). The information was also downloaded over 833,458 times from the website (biennial target: 800,000).

*(c) Strengthened capacity of developing countries, including the least developed countries, and economies in transition to integrate macroeconomic, environmental and social policies, including gender dimensions, in national development strategies and to make macroeconomic stability compatible with the long-term goals of poverty eradication and sustainable development, and also, once defined and agreed upon, with the core principles and objectives of the 2030 Agenda for Sustainable Development*

260. The Division provided capacity-development services to 22 countries through projects, training, workshops and seminars (biennial target: 22). The services, which included policy advice, were focused on the development of analytical capacity based on the use of quantitative modelling tools in the areas of macroeconomic policy, the reduction of constraints in utilizing trade-related international support measures for the least developed countries and the improvement of their productive capacities. Beneficiary countries, with the support of the Division's capacity-development work, integrated macroeconomic, environmental and social policies, including promoting gender equality, into their national development strategies, including a focus on sustainable development. Many of these countries developed relevant policy notes and plans of action towards sustainable development and acquired knowledge about specific international support measures and how to incorporate them into their national policies. These policy choices, including those made by countries that have graduated or are graduating from the least developed country category, provide a wide range of lessons learned for the use of the international community.

### Subprogramme 7
### Public administration and development management

*(a) Improved accessibility of information, knowledge-sharing, learning and partnerships through the United Nations Public Administration Network and the United Nations Public Administration Country Studies*

261. The Division for Public Administration and Development Management recorded over 29 million page views/visits to the United Nations Public Administration Network website (biennial target: 63 million) and 537,846 page views/visits to the United Nations e-Government database (https://publicadministration.un.org/egovkb/en-us/#.WtEGXIjwa70) (biennial target: 600,000). The total number of page views/visit fell short of the target, because, during the biennium, the United Nations Public Administration Network website was under review and the United Nations Public Administration Country Studies were being replaced by country profiles on institutions for the implementation of the Sustainable Development Goals. In addition, the review of the 2016 United Nations Public Service Awards to bring them into alignment with the 2030 Agenda, had an impact on website traffic.

*(b) Enhanced common understanding, resolutions and actions on public governance and administration issues*

262. A greater focus on public governance/administration was manifested in reports and resolutions of intergovernmental bodies, as evidenced by 11 references,

recommendations and decisions (biennial target: 11) including: General Assembly resolutions 71/212 (on information and communications technologies for development), 72/228 (on science, technology and innovation for development), and 71/263 (on human resources management). In addition, the Economic and Social Council, in its resolutions 2016/22 and 2017/21, made reference to the work of the Division work in its assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society, as did the reports of the fifteenth and sixteenth sessions of the Committee of Experts on Public Administration (see E/2016/44 and E/2017/44). In addition, the Committee of Experts provided input on public administration to the high-level political forum on the first and second thematic reviews of the Sustainable Development Goals. The Division undertook a total of 31 advisory missions (biennial target: 10) at the request of Member States across different regions of the world, including 16 developing countries and 5 least developed countries. Sixty-four (biennial target: 46) references, recommendations and decisions in national plans and policies were drawn from products of the Division, including the 2016 and 2017 United Nations e-Government Surveys.

*(c) Increased capacities of national and local governments for strengthening professionalism, accountability and excellence in the public sector, including in the context of gender mainstreaming and development management*

263. Approximately 4,300 people were enrolled (38 per cent of which were female) in online courses (biennial target: 4,700). Recommendations submitted by advisory missions on e-government were acted upon in Bangladesh, Brazil, Colombia, Costa Rica, the Dominican Republic, Ecuador, Guinea, India, Iran (Islamic Republic of), Jamaica, Kazakhstan, Malaysia, Mexico, Nepal, Panama, Paraguay, Peru and Rwanda. Six expert group meetings were held on building effective, accountable and inclusive institutions. Four symposiums were held on implementing the 2030 Agenda, focusing on institutions and public administration. The 2017 United Nations Public Service Forum also contributed to the building of the capacities of participants. The United Nations Public Service Awards programme was reviewed in 2016 and relaunched in 2017, eliciting 629 nominations (biennial target: 530); all nominations were evaluated in the light of the vital importance of ensuring gender equality.

### Subprogramme 8
### Sustainable forest management

*(a) Effective support to the follow-up and implementation of Economic and Social Council resolution 2015/33 on the international arrangement on forests beyond 2015, taking into account the role of forests for achieving the Sustainable Development Goals within the 2030 Agenda for Sustainable Development*

264. Key achievements by the secretariat of the United Nations Forum on Forests during the biennium included significant input towards the formulation of 15 resolutions, reports and analytical studies on the subject of sustainable forest management (biennial target: 12). These included resolutions of the General Assembly and the Economic and Social Council on the first United Nations strategic plan for forests 2017–2030, which contains 6 global forest goals and 26 associated targets, as well as the quadrennial programme of work of the United Nations Forum on Forests for 2017–2020. Three notes by the Secretariat and two reports of the Secretary-General were produced for the twelfth session of the Forum on Forests, contributing to the omnibus resolution adopted at the session as well as to the high-level political forum on sustainable development. The Forum also provided inputs to the 2016 high-level political forum on the contributions of forests to "Ensuring that no one is left behind", and to its 2017 session on "Eradicating poverty and promoting

prosperity in a changing world". The Division also produced four analytical studies on: forests and ecosystems; forests and energy; forest stakeholders; and reporting to the United Nations Forum on Forests.

*(b) Enhanced monitoring, assessment of and reporting on the implementation of the United Nations forest instrument and the progress towards achieving the global objectives on forests and forest sustainable development goals and targets, and mainstreaming a gender perspective*

265. The targeted number of 60 national reports were received during the biennium. A format for national reporting to the Forum was prepared and pilot tested, in consultation with Member States. The reports demonstrated the contributions of forests to the achievement of the global objectives on forests, the Sustainable Development Goals and the Aichi Biodiversity Targets. On mainstreaming a gender perspective, some countries reported actions to promote gender equality in the forest sector, including through: increased recruitment of women, including entrepreneurs, and improved gender balance in forest management training institutions. Some countries also reported enhanced gender equality in management and decision-making processes. At the same time, a few countries indicated that in comparison with rural men, rural women continue to be disadvantaged in their access to and control over forest resources and in the economic opportunities available, owing to a variety of interrelated cultural, social, economic and institutional reasons.

*(c) Improved collaboration and coordination on sustainable management of all types of forests and trees outside forests among Governments, major groups, organizations, instruments and processes, as well as the members of the Collaborative Partnership on Forests*

266. During the biennium, the secretariat of the Forum carried out 28 collaborative and joint initiatives (biennial target: 17). Partnerships and a joint initiative on forest financing were established with key members of the Collaborative Partnership on Forests, including the Food and Agriculture Organization of the United Nations (FAO), the International Union for the Conservation of Nature, UNEP, UNDP and major multilateral financing institutions, including the Global Environment Facility, the Global Conservation Fund and the African Development Bank. These partnerships supported the efforts of 13 countries to strengthen their capacity to develop and design bankable project proposals for accessing forest finance from multilateral financing mechanisms. Other joint initiatives with the Collaborative Partnership on Forests include contributions to: streamlining reporting on global forests; meetings of global forest expert panels; the Global Forest Information Service; the selection of the 2017 Wangari Maathai Forest Champion Award; the Collaborative Partnership on Forests communication network; and the international conferences of the Collaborative Partnership on Forests. Two regional workshops on the establishment of a sustainable forest management programme for Africa were co-organized with the African Union, the Southern African Development Community and the African Forum on Forests.

*(d) Increased awareness and support for national-, regional- and global-level actions on sustainable management of all types of forests and trees outside forests*

267. The secretariat of the Forum increased awareness of forests through its website, events, publications, press releases and social media campaigns, as evidenced by over 11 national, regional and global-level actions (biennial target: 8). In 2016, expert meetings were held by countries in support of the activities of the Forum in Brazil, Canada, Iran (Islamic Republic of) and Japan. In 2017, a training workshop and a special event were held in China. Two regional workshops on sustainable forest

management were held in Ethiopia and Zimbabwe. In 2017, a special event, held in Kenya, was co-organized by the Governments of Brazil, China, Kenya and Norway. Observances of the International Day of Forests in 2016 and 2017 were supported through special events, press releases and social media campaigns. In 2016 and 2017, social medial campaigns organized in collaboration with the Collaborative Partnership on Forests, the Department of Economic and Social Affairs and the Department of Public Information, reached over 60 million Twitter accounts.

*(e) Enhanced capacity of Member States for advancing sustainable management of all types of forests and implementing the United Nations forest instrument, especially the achievement of the global objectives, and enhanced access to financing for forests*

268. The secretariat of the Forum assisted 20 countries in Africa, Asia and the Pacific, Europe and Latin America and the Caribbean (biennial target: 10) to advance sustainable forest management, including in the implementation of the non-legally binding instrument on all types of forests, adopted in 2007. Seven countries were assisted in strengthening their capacity to implement national action plans for integrating sustainable forest management into sustainable development and green economy strategies. The Global Forest Financing Facilitation Network invested $1 million for the development of project proposals in 13 countries, with an estimated value of over $700 million. The results of the Network's activities included enhanced capacity of 250 government representatives to mobilize financing for sustainable forest management.

### Subprogramme 9
### Financing for development

*(a) Effective multi-stakeholder monitoring of and follow-up to the Monterrey Consensus, the Doha Declaration on Financing for Development, the Addis Ababa Action Agenda and other related outcomes, including the outcome of the United Nations Conference on Sustainable Development, as well as the 2030 Agenda for Sustainable Development*

269. The Inter-Agency Task Force on Financing for Development, mandated by the Addis Ababa Action Agenda (Addis Agenda), provides a new and strengthened collaboration mechanism for all relevant stakeholders for assessing the implementation of the financing for development outcomes. The work of the Inter-Agency Task Force, as coordinated by the Financing for Development Office, the responsible entity for the subprogramme, was organized around six thematic work streams. The membership of the Task Force, which includes over 50 United Nations agencies and other relevant institutions, actively contributed to its 2016 and 2017 reports, and the major institutional stakeholders of the financing for development process (the World Bank, the International Monetary Fund (IMF), the World Trade Organization (WTO), UNCTAD and UNDP) took the lead on specific chapters. The annual reports of the Task Force served as the major substantive input to the annual Economic and Social Council forum on financing for development follow-up. The subprogramme registered 36 major inputs from relevant stakeholders (biennial target: 36). Work was initiated in the biennium for the preparation of the 2018 report of the Inter-Agency Task Force, including the holding of six expert group meetings.

(b) *Strengthened role and fuller use of the General Assembly and the Economic and Social Council, as well as the relevant intergovernmental bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination with other related outcomes*

270. As mandated under the Addis Ababa Action Agenda, the annual forum on financing for development follow-up, held by the Economic and Social Council, is at the centre of the strengthened financing for development follow-up process, and its intergovernmentally agreed conclusions and recommendations are fed into the high-level political forum on sustainable development. The outcome of the 2017 forum, which contained new commitments on policies and actions, was widely considered to be a success by Member States. The ministerial round tables of the forum allowed for the sharing national experiences in mainstreaming the Addis Agenda into national development strategies and attracted a substantial number of ministers. An interactive dialogue with representatives of intergovernmental bodies of the World Bank, IMF and UNCTAD, on mutually agreed themes, were also a feature of the forum. During the biennium 2016–2017, the subprogramme registered 36 major resolutions, presidential summaries, communiqués and declarations on conference follow-up and coordination (biennial target: 36).

(c) *Fuller engagement of Governments and greater cooperation among all institutional and non-institutional stakeholders involved in the financing for development process, to ensure proper follow-up to the implementation of agreements reached at the Monterrey, Doha and Addis Ababa Conferences on Financing for Development and in the 2030 Agenda for Sustainable Development, with due regard to issues of gender equality*

271. The Inter-Agency Task Force provided a mechanism for strengthened cooperation among United Nations agencies and other institutional stakeholders in the preparation of its annual reports. Following the call in the Addis Ababa Action Agenda for the engagement of local authorities, civil society, academia and the private sector, "stakeholder workstreams" were launched, focusing on current issues from the Action Agenda and providing substantive inputs to the financing for development forums. In November 2017, the Government of Qatar, with the support of the Department of Economic and Social Affairs, convened a High-level Conference on Financing for Development and the Means of Implementation of the 2030 Agenda for Sustainable Development, as a preparatory event for the financing for development forum and the high-level political forum in 2018. Participants included Ministers and high-level Government officials, representatives from international organizations, the private sector, civil society and academia. In addition, in cooperation with stakeholders, a series of briefings was organized on financing for development. All events have seen significant gender participation. In total, 30 major multi-stakeholder events on financing for development were organized under the subprogramme (biennial target: 30).

(d) *Increased contribution by the United Nations in promoting international cooperation in tax matters, including capacity development in developing countries, for the purpose of domestic and international resource mobilization within the integrated framework of the 2030 Agenda for Sustainable Development*

272. As mandated under the Addis Ababa Action Agenda, in order to enhance intergovernmental consideration of tax issues at the United Nations, the frequency of sessions of the Committee of Experts on International Cooperation in Tax Matters was increased to twice yearly, with one session to be held back-to-back with the special meeting of the Economic and Social Council on this issue. The Committee

continued updating its main outputs, including forthcoming updated versions of the United Nations Manual on Transfer Pricing for Developing Countries and the United Nations Model Double Taxation Convention, and it is finalizing a new handbook on selected issues in the taxation of extractive industries. The subprogramme continued with its capacity development activities, including nine training workshops on double tax treaties and transfer pricing. In total, six deliverables were produced under the subprogramme, including updates to the United Nations Model Double Taxation Convention as well as guidelines and training courses (biennial target: 6). In addition, the subprogramme continues to support the joint efforts of the United Nations, IMF, OECD and the World Bank on the Platform for Collaboration on Tax, launched in April 2016.

## Section 10
## Least developed countries, landlocked developing countries and small island developing States

### Highlights of programme results

The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States has carried out the activities planned for the biennium 2016–2017 in a timely manner, namely advocacy in support of the development agendas of the least developed countries, landlocked developing countries and small island developing States, including follow-up to global commitments to the three groups of countries, the provision of evidence-based backstopping support to them during the review of their programmes of action and resource mobilization for them. The Office has also responded to additional requests from its three constituencies for backstopping support during global negotiations on the follow-up to 2030 Agenda and the Addis Ababa Action Agenda and for building effective partnerships in support of sustainable development. The work of the Office has laid a strong foundation for new operational activities, which include: the full operationalization of the Technology Bank for the Least Developed Countries; the leading role of the Office in providing support to the least developed countries in the formulation of their graduation and smooth-transition strategies; and capacity-building in the areas of transit and transport issues. Owing to the efforts of the Office, the concerns and priorities of the least developed countries, landlocked developing countries and small island developing States have found growing resonance in the global development discourse and the global support to these groups of countries in areas such as trade and technology has expanded markedly.

### Challenges and lessons learned

No amount of effort in scaling up efficiency will enable the Office to deliver on the growing number of activities in support of the three groups of countries. The ability of the Office to respond to growing demand from its constituencies, in the context of reduced regular budget resources, will depend, to a large degree, on the extent of mobilization of extrabudgetary resources and strong collaboration and partnerships with other major stakeholders. The dependence on extrabudgetary resources to deliver mandated activities poses a significant enterprise-risk for the Office of the High Representative.

273. The above-cited results are based on the implementation of 100 per cent of 380 mandated, quantifiable outputs in the biennium 2016–2017, compared with

94 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 29 in the biennium 2014–2015 to 8 in the biennium 2016–2017.

274. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 10)).

### Executive direction and management

*(a) Programme of work is effectively managed*

275. In the 2016–2017 biennium, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States carried out close to 100 per cent of its mandated, quantifiable outputs on or before the established deadlines (biennial target: 92 per cent). The above achievement does not account for the eight additional outputs delivered in response to requests, all of which pertain to the 2030 Agenda and the Addis Ababa Action Agenda.

276. The effective delivery of planned activities and additional on-demand activities was made possible thanks to effective and efficient use of the Office's human and financial resources. As at 31 December 2017, the Office had utilized 98 per cent of its resources compared with funds available (biennial target: 98 per cent).

*(b) Increased timeliness of submission of documentation*

277. As a result of continued good planning and use of the additional resources provided by the General Assembly, the Office was able to prepare and submit legislative documents on time to the Department for General Assembly and Conference Management. The Office submitted 100 per cent of its pre-session documents to Conference Management by the prescribed slot dates and within the word limits, meeting all requirements and required deadlines (biennial target: 94 per cent).

*(c) Increased awareness of the special needs and concerns of the least developed countries, landlocked developing countries and small island developing States that require attention by Member States and international organizations*

278. The biennium saw the consolidation of the Office's work in the areas of: global follow-up to the three programmes of action:, United Nations coordination in support of the implementation of the programmes of action and the new frameworks; building effective partnerships; advocacy in support of the development agendas of the least developed countries, landlocked developing countries and small island developing States; and evidence-based backstopping support to the three groups of countries. As a result, issues and priorities the three groups of countries continued to be increasingly reflected in various deliberations at the United Nations and at other international forums. As at 31 December 2017, 58 resolutions, statements, declarations, resolutions and decisions fell under the above category (biennial target: 40).

### Subprogramme 1
### Least developed countries

*(a) Increased global awareness and debate on development issues of relevance to the least developed countries, including gender dimensions*

279. Continued global advocacy activities in support of the development of the least developed countries and the coordination of the support provided by the entities of the United Nations system for the implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020 have contributed

to the growth in attention paid to the concerns and needs of the least developed countries on a number of vital issues, including official development assistance and trade. The successful organization of the Comprehensive High-level Mid-term Review of the Implementation of the Istanbul Programme of Action in 2016 is one of the most tangible outcomes of the five work streams of the Office on issues related to the least developed countries: global follow-up; building effective partnerships; advocacy; evidence-based backstopping support; and resource mobilization. Approximately 2,000 representatives participated in the high-level event, at which a number of initiatives were announced. As at 31 December 2017, an estimated 58 references (biennial target: 36) were made to the least developed countries in resolutions, agreed conclusions, ministerial declarations and communiques, and the estimated number of visits by unique end-users to the Office's website was 674,259 (biennial target: 600,000), above the targets for both indicators.

### *(b) Effective implementation of the Istanbul Programme of Action and other internationally agreed development goals related to the least developed countries, including increased international support for graduation*

280. The involvement in and contribution of stakeholders such as parliaments, the private sector and civil society to events organized by the Office during the biennium made the implementation, monitoring, follow-up and review of the Istanbul Programme of Action more inclusive, transparent and effective. On 4 June 2017, Equatorial Guinea graduated from the least developed country category and another nine countries met the graduation criteria by end 2017, exceeding the target for the biennium of seven graduating countries. In partnership with other entities of the United Nations system, the Office supported the graduating countries by means of various activities. The Office also facilitated peer-learning and the sharing of best practices on key accelerators of sustainable development, including on sustainable energy, and broadband connectivity. In 2017, the Technology Bank for the Least Developed Countries was operationalized, meeting the Sustainable Development Goal target 17.8. In addition, the Office supported the adoption of the charter of the Technology Bank by the General Assembly (see resolution 71/251), and signed an agreement with the host country. During the meetings of the Economic and Social Council, a 3-year strategic plan as well as rules of procedures, budget and work programme of the Technology Bank for 2018 were agreed upon.

### *(c) Enhanced coordination among the entities of the United Nations system and other international and multilateral organizations to ensure integrated follow-up and support for the least developed countries*

281. During the biennium, the Office, through the launch of a "mainstreaming toolkit", contributed to the inclusion of the provisions of the Istanbul Programme of Action in the work programmes of a vast majority of entities of the United Nations system and other international organizations. The Office also worked to strengthen partnerships and enhanced cooperation in support of the development agenda for the least developed countries, including decisions by several United Nations organizations to allocate 50 to 60 per cent of their resources to the least developed countries. An increasing number of joint activities, totalling 65 (exceeding the target for the biennium of 37), were convened by entities of United Nations system, highlighting their support for the least developed countries, especially in relation to the midterm review of the Istanbul Programme of Action in 2016. The Office also strengthened its partnerships with other stakeholders, including the World Bank, OECD, WTO and regional banks and organizations. The number of entities of the United Nations system providing support to the least developed countries has increased to 42 (biennial target: 33), as highlighted in the paper issued by the

Committee for Development Policy, "Recognition and Application of the Least Developed Country Category by UN Development System Organizations".

### Subprogramme 2
### Landlocked developing countries

*(a) Timely and effective implementation of the Vienna Programme of Action*

282. During the biennium, landlocked developing countries have made efforts to implement the actions contained in the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and to mainstream them into their national development plans. Nine countries that have adopted a new national development strategy since the adoption of the Vienna Programme have mainstreamed it into their policy development frameworks (Armenia, Bhutan, Botswana, Burkina Faso, Ethiopia, the Lao People's Democratic Republic, Nepal, Uganda, and Zambia) (biennial target: 5). Resolutions 700 (XXXVI) and 711 (XXXVI), adopted by the Economic Commission for Latin America and the Caribbean at its thirty-sixth session in May 2016, call for the full mainstreaming and implementation of the Vienna Programme of Action.

*(b) Improved capacity of landlocked developing countries to participate effectively in the international trading system through increased regional and subregional cooperation, improved legal framework, and strengthened transit cooperation and trade facilitation and structural economic transformation including economic diversification and value addition*

283. During the biennium, the Office organized meetings at the global and regional levels and undertook joint work with entities of the United Nations system and other international organizations to raise awareness of the situation of landlocked developing countries, in particular with regard to the importance of improved legal frameworks, strengthened transit cooperation and trade facilitation, as well as structural economic transformation for the integration of the economies of these countries into international markets. As a result, there has been an increase, to 15, in the number of trade facilitation and transit initiatives initiated between landlocked developing countries and transit countries (biennial target: 15). The initiatives included the 2016 trilateral economic corridor agreement between China, Mongolia and the Russian Federation, and the 2017 agreement between the Lao People's Democratic Republic and Viet Nam to build a highway between Vientiane and Hanoi to further facilitate trade between the two countries and within the region. In addition, the Office collaborated with other entities of the United Nations system in the organization of eight joint meetings and the preparation of joint informational materials to support the efforts of the landlocked developing countries and transit countries to improve the legal framework in transit and trade facilitation (biennial target: 7). These advocacy activities have resulted in enhanced awareness among landlocked developing countries and transit countries of the importance of ratifying important transit and trade facilitation agreements. During the biennium, more landlocked developing countries ratified the WTO trade facilitation agreement, partly because of the sensitization efforts of the Office. To date, 19 of the 25 landlocked developing countries that are members of WTO have ratified the WTO Agreement of Trade Facilitation.

284. The advocacy efforts of the Office have contributed to the resolve of four landlocked developing countries, Botswana, Ethiopia, the Lao People's Democratic Republic and Mongolia, to strengthen their efforts to diversify and transform their economies (biennial target: 3).

*(c) Increased international support to the follow-up to the Vienna Programme of Action and increased coordination of the United Nations system participation and support*

285. During the reporting period, the Office advocated for the special needs of the landlocked developing countries and promoted consensus-building among Member States and stakeholders to formulate initiatives to build efficient transit transport systems and to reduce trade transaction costs for them. As a result, there was increase, to 18, in the number of references in new declarations, resolutions and decisions at the global and regional levels in favour of landlocked developing countries (biennial target: 6). The Office also worked with other entities of the United Nations system and other international organizations, organizing 15 additional joint meetings, projects and initiatives to promote the implementation of the Vienna Programme of Action and the achievement of the Sustainable Development Goals As at 31 December 2017, the total number of joint activities delivered totalled 33, an increase of 15 additional activities over the 18 carried out by the end of the previous biennium (biennial target: 22). Advocacy efforts to promote South-South cooperation to address the special needs of the landlocked developing countries have resulted in increased initiatives. During the biennium, five South-South cooperation initiatives in support of landlocked developing countries were initiated. China has supported infrastructure investment in several landlocked developing countries (Ethiopia, the Lao People's Democratic Republic, Nepal, Rwanda and Zambia), including through the "One Belt One Road" initiative (biennial target: 5). The Office worked closely with different partners (the Intergovernmental Consultative Committee, the International Road Transport Union, the Global Partnership for Sustainable Tourism, the International Finance Corporation, the International Trade Centre and the United Nations Industrial Development Organization (UNIDO)) to advocate for the enhanced participation of the private sector in the implementation of the Sustainable Development Goals and the Vienna Programme of Action, including through meetings, statements and the provision of informational materials. During the biennium, seven initiatives on private sector collaboration were implemented by landlocked developing countries to promote the growth of private sector collaboration (biennial target: 6).

### Subprogramme 3
### Small island developing States

*(a) Increased recognition and awareness of the special case and vulnerabilities of small island developing States in the implementation processes of the Samoa Pathway at the national, regional and global levels*

286. The advocacy efforts of the Office contributed to the adoption of 16 decisions and declarations at the global and regional levels which recognized the special situation of small island developing States, a number that exceeded the set target (biennial target: 6). These include resolution 2/4, adopted by the United Nations Environment Assembly at its second session, on the role, functions and modalities for the UNEP implementation of the Samoa Pathway as a means of facilitating achievement of the Sustainable Development Goals. Small island developing States also received special recognition in the Call for Action adopted at the Ocean Conference in June 2017.

287. The Office completed 11 advocacy activities during the biennium, including through collaboration with the World Bank Group, IMF, and private sector stakeholders. The Office held a number of high-level multi-stakeholder events focused on public private partnerships, including the Aruba Public-Private

Partnerships Conference, held in March 2016, which brought together more than 20 private sector organizations, exceeding the set target (biennial target: 10).

### *(b) Enhanced international support to small island developing States in implementing the Samoa Pathway, and in adapting to and mitigating climate change*

288. At the end of the biennium 2014–2015, the number of development partners that had signed pledges to the Green Climate Fund was 17; by the end of the biennium 2016–2017 that number had risen to 19 (biennial target: 16). Small island developing States played a key role in the early entry of the Paris Agreement on climate change within one year of its adoption. The pledges for Green Climate Fund are beginning to be realized, including by a number of small island developing States. The Green Climate Fund is looking at a 50:50 balance between mitigation and adaptation investments over time and it aims to ensure that 50 per cent of the adaptation investments are allocated to particularly vulnerable countries, including small island developing States. As of 31 December 2017, 19 countries had signed pledges to the Green Climate Fund.

### *(c) Enhanced inter-agency collaboration and partnerships in support of small island developing States*

289. The Office carried out nine joint programmes and activities in cooperation with United Nations entities and other partners, including from the private sector. Highlights include the adoption of the terms of reference for the Inter-Agency Consultative Group on Small Island Developing States, co-chaired by the Office, which will support to enhance coherence and effective coordination between United Nations agencies. The Small Island Developing States Global Business Network managed by the Office, was formally launched at the Aruba Public-Private Partnerships Conference in March 2016. Since that time, membership in the Network has expanded, allowing for increased and improved exchanges between private sector actors and small island developing States. During the Ocean Conference in 2017, the Office convened a high-level dialogue on oceans and small island States to strengthen cooperation at the national, regional and global levels to address their specific sustainable development priorities. The high-level event also encouraged partners to register voluntary commitments to implement Sustainable Development Goal 14 in small island developing States and to contribute directly to increase the number of voluntary commitments on oceans (biennial target: 9).

### *(d) Mainstreamed Samoa Pathway and issues related to small island developing States in the work programmes of the United Nations system*

290. As a co-chair of the Inter-Agency Consultative Group on Small Island Developing States, the Office continues to advocate for the mainstreaming of the Samoa Pathway into the work programmes of entities of the United Nations system. During the biennium, the Office contributed to the adoption of five workplans, programmes and decisions containing reference to the mainstreaming of the Samoa Pathway. This advocacy continued throughout the negotiations on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, which was adopted in December 2016. The adoption of joint programmes on the issue was also promoted in the development of the Global Action Programme on Food Security and Nutrition in Small Island Developing States, launched on 4 July 2017, facilitated by FAO, in coordination with the Office and the Department of Economic and Social Affairs. In 2016, the United Nations Environment Assembly adopted resolution 2/4 on the role, functions and modalities for UNEP implementation of the Samoa Pathway as a means of facilitating achievement of the Sustainable Development Goals. Moreover, the United Nations

Pacific Strategy 2018–2022 was adopted to align the implementation of the Samoa Pathway and the Sustainable Development Goals (biennial target: 5).

*(e) Enhanced coherence of United Nations processes on the issues of small island developing States in the United Nations processes, including at the national, regional and global levels*

291. During the reporting period, two consolidated United Nations processes were realized, with contributions from the Office, including through the convening of an expert group meeting, at which the multi-country sustainable development frameworks in the Pacific and in the Caribbean regions were the focus of the discussions (biennial target: 1).

## Section 11
## United Nations support for the New Partnership for Africa's Development

**Highlights of programme results**

The Office of the Special Adviser on Africa, the Economic Commission on Africa (ECA) and the Department of Public Information continued to support sustainable development in Africa and the New Partnership for Africa's Development (NEPAD) at the global and regional levels, according to their respective mandates. At the global level, in the implementation of both the 2030 Agenda for Sustainable Development and the African Union Agenda 2063: the Africa We Want, the Office contributed to increased international support for Africa's development through its substantive, analytical, advocacy and reporting work. To strengthen partnerships for the implementation of both agendas, the Office co-organized the sixth Tokyo International Conference on African Development and Africa Week 2016 and 2017. To mobilize more support, the Office monitored 13 commitments in the biennial report of the Secretary-General on the review of the implementation of the commitments made towards Africa's development (A/71/203). The Office also continued to ensure a coherent and integrated approach in the support provided by the United Nations system for Africa by strengthening partnerships within the Interdepartmental Task Force on African Affairs. At the regional level, ECA continued to enhance coordination, cooperation and coherence within the United Nations system in support of the African Union and its NEPAD programmes. Public information and awareness activities were promoted by the Africa Section of the Department of Public Information.

**Challenges and lessons learned**

The challenge of achieving sustainable development in Africa is related to the effective and simultaneous implementation of both the 2030 Agenda, which covers a period of 15 years, and the African Union Agenda 2063, which spans a period of over 50 years. Considering the slow pace of implementation of the Millennium Development Goals in Africa, it is critical, going forward, to ensure coherence, coordination and synergy in the implementation of all of the Sustainable Development Goals and the goals of Agenda 2063, starting with their mainstreaming into national development strategies.

292. The above-cited results are based on the implementation of 100 per cent of 114 mandated, quantifiable outputs, compared with 100 per cent in the previous

biennium. The number of additional outputs implemented at the initiative of the Secretariat increased from two in the biennium 2014–2015 to six in the biennium 2016–2017.

293. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 11)).

### Subprogramme 1
### Coordination of global advocacy of and support for the New Partnership for Africa's Development

*(a) Increased international community support for Africa's development, in general, and for NEPAD, in particular*

294. The Office continued its advocacy and analytical work to further mobilize the support of the international community for Africa's development. A series of briefings, panel discussions, expert group meetings, press briefings and reports of the Secretary-General have contributed to increasing international awareness of, and support for, Africa's development and the implementation of the 2030 Agenda and Agenda 2063. In particular, the Office co-organized the sixth Tokyo International Conference on African Development, a series of events during the Africa Week 2016 and events during the sessions of the General Assembly, the Economic and Social Council and the Commission on the Status of Women. Seven reports of the Secretary-General raised awareness of the implementation and support for NEPAD, the causes of conflict in Africa and the review of commitments made toward Africa's development. As a result, the number of activities within the United Nations system in support of Africa's development reached 168 at the end of 2017. The number of forums held addressing South-South cooperation in support of Africa stood at 24 as at 31 December 2017.

*(b) Improved monitoring of the implementation of commitments towards Africa's development, including through regional mechanisms*

295. In close collaboration with African Member States, traditional and emerging partners, United Nations entities, especially members of the Interdepartmental Task force on African Affairs, civil society and the private sector, the Office identified and reviewed a total of 13 commitments made by African countries and by development partners on themes, including trade, infrastructure development, gender and women's empowerment and a conflict-free Africa (biennial targets: 6 and 8). These themes were selected based on their increasing importance in relation to the 2030 Agenda and Agenda 2063, as well as because they fully reflect current priorities in Africa. Detailed monitoring and analysis of the implementation of commitments was reported on in 2016 in the second biennial report of the Secretary-General on the review of the implementation of the commitments made towards Africa's development (A/71/203). The report, which promoted accountability for such commitments, received broad positive support both from African Member States and their development partners.

*(c) Improved United Nations coordination in providing support to Africa's development*

296. During the course of the biennium, the Interdepartmental Task Force on African Affairs became instrumental for the coordination of support of the entities of the United Nations to the African Union and other regional organizations for the implementation of global and regional development initiatives, including NEPAD. In the biennium 2016–2017, 60 joint activities and initiatives were undertaken through the Task Force (biennial target: 60). Most programmes and initiatives carried out by the Office during the biennium were implemented in coordination with members of

the Task Force, including the four key reports of the Secretary-General on Africa, the work of the United Nations Monitoring Mechanism to review commitments towards Africa's development and various expert group meetings, high-level events and briefings on Africa's emerging challenges and opportunities. Furthermore, through the organization of various meetings and activities, the Task Force became a unique and important platform for the entities of the United Nations system to interact with African regional and subregional organizations.

*(d) Increased international awareness of Africa's development issues*

297. The Office continued to produce policy analysis reports and studies on African development, which are made available to users both in print as well as over the Internet, raising international awareness of key development issues. In particular, Member States, civil society, the private sector and the media have welcomed the reports of the Secretary-General and knowledge products on Africa's development issues launched during panel discussions, briefings and press briefings, which also helped to raise awareness of Africa's development issues throughout 2016. Increased international awareness was measured by progress in respect of the number of visits to the Office's website, which registered a dramatic increase in 2016, reaching 45,000, following its revamping in 2015, with regular updates in English and French. In 2017, the number of page views continued to increase, reaching 95,000 (biennial target: 30,000).

### Subprogramme 2
### Regional coordination of and support for the New Partnership for Africa's Development

*(a) Enhanced coherence, coordination and cooperation among United Nations agencies and organizations in support of African Union strategic plans and priorities, including the NEPAD programme, at the regional and subregional levels*

298. During the biennium, through the Regional Coordination Mechanism for Africa, United Nations agencies and organizations implemented 27 projects in support of African Union strategic plans and priorities, including the NEPAD programme, at the regional and subregional levels (biennial target: 20 projects, programmes and activities). In this regard, ECA: (a) strengthened collaboration between the United Nations and the African Union through consensus among stakeholders in the Regional Coordination Mechanism-Africa, which led to the reconfiguration of the Mechanism around nine clusters, focusing on thematic areas for the effective delivery of support; (b) conducted two retreats of the coordinators of the clusters and subclusters of the Mechanism; (c) organized the seventeenth and eighteenth sessions of the Mechanism, including the ministerial-level conferences in 2016 and 2017; (d) supported the implementation of the decision of the African Union on alternative financing; (e) collaborated with the NEPAD Planning and Coordinating Agency and the African Development Bank in the acceleration of the implementation of the Dakar Agenda for Action on transboundary infrastructure in Africa; (f) provided technical support to the African Union reform process and stakeholder engagements and contributed to nine consultative meetings with both the United Nations liaison team and the departments of the African Union regarding the development of a joint work programme; (g) supported the restructuring of the NEPAD secretariat in Nigeria; and (h) assisted in the development of a framework to enhance the effectiveness of regional and subregional joint programming through the utilization of information and communications technologies.

*(b) Enhanced capacity of regional and subregional organizations, particularly the African Union Commission, the NEPAD Planning and Coordinating Agency, African Peer Review Mechanism secretariat, regional economic communities and intergovernmental organizations to design, implement and monitor their programmes*

299. During the biennium, 12 capacity-development projects were implemented at the regional and subregional levels by the entities of the United Nations system within the framework of the Regional Coordination Mechanism for Africa and the Subregional Coordination Mechanisms and their thematic clusters (biennial target: 8). Capacity development activities were delivered at the national and regional levels through meetings and technical workshops. In this regard ECA, inter alia: (a) provided capacity-building support to the Regional Coordination Mechanism communications cluster; (b) supported the work of the Subregional Coordination Mechanism-Eastern and Southern Africa on the regional sharing of ideas, emphasizing the need for an information sharing and collaboration platform; and (c) conducted an African Peer Review Mechanism technical workshop to Liberia for national research institutes, and launched a campaign to raise awareness of the work of the Peer Review Mechanism at the national level. During the biennium, five joint capacity development projects were implemented by regional economic communities in support of regional economic integration programmes (biennial target: 2). In addition, ECA jointly conducted technical and advisory services and training workshops, including assistance to: the restructuring efforts of the Intergovernmental Authority on Development (IGAD) through a training workshop, which resulted the provision of the Commission's assistance in the development of the Authority's short-term strategy; and the Southern African Development Community (SADC) in the development of a strategic framework for an information and communications technology ICT observatory, which is to enhance trade and industrialization in the subregion. ECA also held a joint meeting with the Office of Space Science and Applications, UNESCO and the African Union Commission, in the context of advocacy, communications, information and culture of the Regional Coordination Mechanism to enhance awareness of the media in relation to Agenda 2063, and supported the work of the NEPAD secretariat in Kenya to deepen its advocacy with regard to the Lamu Port, South Sudan, Ethiopia Transport Corridor project and to enhance private investment in this regard.

### Subprogramme 3
### Public information and awareness activities in support of the New Partnership for Africa's Development

*(a) Enhanced awareness of key thematic issues of NEPAD and other issues related to economic growth and sustainable development in Africa*

300. Overall, the digital media applications of the Department of Public Information performed beyond expectations in view of the proliferation of websites offering free content on Africa's development issues. Web traffic on the Department's media platform rose steadily, exceeding 1.9 million visits and page views (biennial target: 1.9 million) In addition, there was a modest improvement in terms of the number of stories reprinted by other media outlets. The Department's news items and publications (print, audio and video) were picked up and reprinted or republished by other media outlets throughout Africa over 1,922 times. The modest increase was a result of a deliberate decision taken at the beginning of 2016 not to include blog entries in the number of republished stories because they were distorting the true picture. The payoff was that reprints began appearing in credible and well-respected publications on African issues.

## Section 12
## Trade and development

### Highlights of programme results

As the focal point of the United Nations system for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development, UNCTAD continued to address the challenge of building a more inclusive, stable and sustainable world during the biennium 2016–2017. In July 2016, UNCTAD held its fourteenth session, and quadrennial ministerial conference, in Nairobi to discuss major global economic issues. The conference resulted in the adoption of two main outcome documents: the Nairobi Azimio and the Nairobi Maafikiano, the latter of which encompasses the road map for the organization for the coming years. The session featured meetings of the World Investment Forum and the Global Commodities Forum, as well as a "Youth Forum" and a "Civil Society Forum", among other events. More than 5,000 delegates from 149 countries attended the conference. Other important initiatives led by UNCTAD during the biennium included: the launching of the "eTrade for All" initiative, which supports the efforts of developing countries in the area of e-commerce; the launch of a multi-donor trust fund on trade and productive capacity; and the commitment of more than 90 countries towards a road map on fisheries subsidies. During the biennium, the Alibaba Business School and UNCTAD brought together 24 Africa-based entrepreneurs to participate in the inaugural of the "e-Founders Initiative", the first step in the fulfilment of the commitment to help empower 1,000 entrepreneurs in developing countries over the next five years made by the founder of the Alibaba Group, Jack Ma, as UNCTAD special adviser for young entrepreneurs and small businesses. The Sustainable Stock Exchanges Initiative, launched by the United Nations in 2009 and convened by UNCTAD and its partners, has unveiled a new plan to help bourses grow green finance and thereby contribute to global efforts to reduce carbon emissions.

### Challenges and lessons learned

In his report to the fourteenth session of the Conference, the Secretary-General of UNCTAD argued that multilateralism is pivotal for delivering the triple promises of 2015. Amid the uncertain global environment, and in order to reorient its work effectively, UNCTAD has been making continuous efforts to strengthen its results-based management by revitalizing its intergovernmental machinery and intensifying mutual cooperation with other United Nations agencies and international organizations to provide more effective support for the implementation of the 2030 Agenda for Sustainable Development, including mapping and aligning its 29 major programmes and projects (that form part of its "toolbox") with the Sustainable Development Goal indicators. The biennium 2016–2017 proved once again that UNCTAD retains a unique intergovernmental role within the United Nations, in particular its broad scope of work, which continues to provide space for developing and developed countries to come together with other stakeholders in a "comfort zone" for addressing key and critical issues. The increasing importance of the private sector in the implementation of the global development agenda also highlights a significant opportunity for the proven competences of UNCTAD in engaging, analysing and cooperating with private sector actors.

301. The above-cited results are based on the implementation of 98 per cent of 1,620 mandated, quantifiable outputs in the biennium 2016–2017, compared with 96 per

cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 55 in the biennium 2014–2015 to 30 in the biennium 2016–2017.

302. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 12)).

### Executive direction and management

*(a) Programme of work is effectively managed*

303. UNCTAD continued to strengthen results-based management by introducing minimum requirements in technical cooperation and by implementing a new set of policies for more effective research and analysis (including on quality assurance, streamlining of the publications programme, dissemination, gender mainstreaming and evaluation). The above-mentioned efforts facilitated better monitoring and management of programmes and ensured accountability. The biennial target of 92 per cent for the timely delivery of outputs was surpassed by the successful implementation of 98 per cent of planned outputs under the programme of work.

*(b) Enhanced policy coherence in the management of the economic and social activities of the United Nations*

304. UNCTAD continued to collaborate with other entities of the United Nations system, engaging in more than 60 activities during the biennium (biennial target: 60). UNCTAD continued to participate in work of the Inter-Agency Cluster on Trade and Productive Capacity, making an important contribution to system-wide coherence by providing coordinated technical assistance in international trade and productive capacity as part of the formulation of UNDAFs in 34 countries. Among a number of other joint activities, UNCTAD actively engaged with the regional commissions and the Department of Economic and Social Affairs in the implementation of 14 active Development Account projects. UNCTAD also co-organized the 2016 World Summit on the Information Society Forum, the world's largest annual gathering of the "ICT for development" community, along with the International Telecommunication Union (ITU), UNDP and UNESCO.

*(c) Improved dissemination and increased visibility of the work of UNCTAD*

305. UNCTAD improved the dissemination of its products and increased the visibility of its work by issuing 129 press releases, 18 information notes and 24 media alerts. Some 27,500 UNCTAD-related press clippings (biennial target: 14,600) were collected for the biennium 2016–2017, out of which around 2,000 clippings were issued for the UNCTAD fourteenth session. Face-to-face promotion of the work of UNCTAD, organized either by UNCTAD alone or in collaboration with the United Nations Information Service in Geneva, was provided to 92 visiting groups, comprising over 2,421 students, diplomats and academics from all over the world. A new record of 3.1 million visits (biennial target: 2.2 million) to the UNCTAD website was registered during the biennium. To increase its visibility, UNCTAD continued building its presence on social media, both in terms of numbers of followers and in the range of platforms, registering 20,555 followers on Facebook, 120,645 on Twitter, 482 on Instagram (recently launched in September 2017) and 26,944 on LinkedIn.

*(d) Improvement in the mainstreaming of gender perspective in the work of UNCTAD*

306. UNCTAD met the biennial target of mainstreaming the gender perspective into its work through the 21 initiatives implemented during the biennium (biennial target: 21). UNCTAD leadership reaffirmed its commitment to gender equality by becoming a Geneva Gender Champion and signing the Geneva Gender Parity Panel

Pledge. UNCTAD also advocated for gender equality through various events, such as 2016 Empretec Women in Business Award, side events at global meetings and the development of a trade and gender toolbox to support countries in assessing the effect of economic policies on men and women. Capacities were advanced through specialized courses, including an eight-week online course on the gender perspective in trade policy, targeting stakeholders from the Common Market for Eastern and Southern Africa and the 2016 and 2017 editions of the Virtual Institute's online course on trade and gender, targeting stakeholders from all developing and least developed countries.

*(e) Increased timeliness of submission of documents*

307. All 105 pre-slotted intergovernmental documents were submitted on time to Conference Services at the United Nations Office at Geneva in accordance with the mandate of the General Assembly. UNCTAD compliance in submitting official documents has remained 100 per cent for four consecutive years, which is above the target of 90 per cent established in the compact between the Secretaries-General of the United Nations and UNCTAD.

### Subprogramme 1
### Globalization, interdependence and development

*(a) Improved understanding of the global economic environment and of policy choices for inclusive and sustained development at the national, regional and international levels*

308. The Division continued to improve the understanding of the global economic environment for inclusive and sustainable development, generating 33 statements (biennial target: 40 statements) regarding its analysis and policy recommendations at the sessions of the Trade and Development Board. Groups of Member States, including the Group of 77 and China, the African Group and the Latin America and Caribbean Group, among others, commended UNCTAD for the usefulness, relevance and timeliness of its research in reviewing recent trends in the global economy and policies fostering structural transformation. UNCTAD successfully advocated for its research on the growth-oriented macroeconomic and financial policies, recording 1,096 media citations (biennial target: 550 citations). Furthermore North-South, South-South or triangular cooperation was promoted through 30 activities (biennial target: 29 activities), including research, workshops and advisory services on topics, including gender sensitive macroeconomics, industrial policy and regional integration. During the biennium, 84 universities and research centres (biennial target: 82 universities) used the services of the UNCTAD Virtual Institute to strengthen their research capacities on trade and development.

*(b) Progress towards a durable solution to the debt problems of developing countries by fostering better understanding of the interplay between successful development resource mobilization, debt sustainability and effective debt management*

309. The Division made progress towards providing a durable solution to the debt problems of developing countries through its Debt Management and Financial Analysis System, which, by December 2017, was used by 107 institutions (biennial target: 106 institutions) and 69 countries (biennial target: 68 countries), improving their capacity to handle the management of public liabilities and the production of reliable debt data and surpassing set biennial targets. Core analysis and proposals on debt issues and on mechanisms of development finance were presented and discussed in several intergovernmental forums, including the General Assembly, the annual Economic and Social Council forum on financing for development follow-up, the

fourteenth session of UNCTAD, the sessions of the UNCTAD Trade and Development Board, the meetings of the Intergovernmental Group of Experts on Financing for Development and the Debt Management Conference, convened by UNCTAD every two years. In addition, Member States took UNCTAD policy analysis and recommendations on debt and development finance into account during the meetings of the Second Committee of the General Assembly, and the sessions of the Trade and Development Board by adopting 29 policy positions and initiatives in this area (biennial target: 29).

*(c) Improved access to reliable and timely statistics and indicators highlighting the interlinkages between globalization, trade and development for decision-making on economic policies and development strategies*

310. The Division on Globalization and Development Strategies continued to improve access to reliable and timely statistics and indicators, highlighting the interlinkages between globalization, trade and development for decision-making on economic policies and development strategies. During the biennium, 212 countries and territories (biennial target: 200 countries and territories) and 225,901 users (biennial target: 200,000 users) reported that they used UNCTAD statistical indicators and data, surpassing both biennial targets. The 2016 edition of the *Handbook of Statistics* was downloaded over 18,300 times from the UNCTAD website and the 2017 edition has been completely revamped to integrate the detailed and lengthy statistical time series available from the UNCTADstat website, including summary tables, charts, maps and modern infographics. In addition, UNCTADstat recorded close to 868,000 sessions, with over 15 million pages views by close to 378,000 users from more than 212 economies around the world and the UNCTAD statistical country profiles were viewed more than 560,000 times.

*(d) Improved Palestinian policymaking and institutional capacities, and strengthened international cooperation for alleviating the adverse economic and social conditions imposed on the Palestinian people and for building an independent Palestinian State*

311. The Division continued to support Palestinian policymaking and strengthen its institutional capacities. During the biennium, 11 development initiatives/institutions (biennial target: 11) benefitted from UNCTAD research findings and recommendations as well as from its activities in capacity-building through training sessions for Palestinian professionals and the provision of advisory services. Moreover, during the annual sessions of the Trade and Development Board, seven regional groups and 27 States expressed unanimous appreciation for the UNCTAD reports on assistance to the Palestinian people, which further influenced reports and positions of international organizations, Governments and researchers.

### Subprogramme 2
### Investment and enterprise

*(a) Improved ability to address key and emerging issues related to investment and its interaction with official development assistance, trade and regional integration, and promote sustainable development*

312. The Division continued to improve the ability of its stakeholders to address key and emerging issues related to investment, including through the Investment, Enterprise and Development Commission and the 2016 World Investment Forum, which attracted 3,400 participants and 220 speakers from the international community. During the biennium, 246 investment stakeholders (biennial target: 240) reported improved capacity to address key issues related to investment. During the sixty-third and sixty-fourth sessions of the Trade and Development Board, 37 statements

(biennial target: 37) were provided by Member States indicating that they had utilized or implemented policy recommendations and utilized methodology provided by UNCTAD in the area of international investment. Member States highlighted the timeliness and importance of the 2016 and 2017 editions of the *World Investment Report* and encouraged a further dissemination of related policy recommendations.

*(b) Enhanced ability of developing countries and countries with economies in transition in designing and implementing strategies and policies to attract and benefit from investment for sustainable development*

313. The Division continued to play a leading role in supporting investment policymaking at the national, regional and global levels as a result of the successful development of key policy instruments, including the Investment Policy Framework for Sustainable Development, the action plan on investing in the Sustainable Development Goals, and the Global Action Menu for Investment Facilitation. During the biennium, 42 developing countries with economies in transition benefited from UNCTAD assistance, including investment policy reviews, e-tools and the implementation of strategies and policies for attracting foreign investment (biennial goal: 42). The Investment Policy Reviews series continued to generate significant interest and remained in high demand. The reviews of the Gambia, Kyrgysztan and Tajikistan and the review of South-East Europe were successfully presented in conjunction with the 2016 session of the Investment, Enterprise and Development Commission. Moreover, 32 countries that benefited from UNCTAD assistance with regard to their national and international investment policies have experienced significant increases in inflows of foreign direct investment.

*(c) Enhanced capacity to address key and emerging issues related to international investment agreements and their development dimension, as well as their formulation and implementation*

314. Responding to the mandate of the Addis Ababa Action Agenda, the Division continued to enhance its capacity to address key issues related to international investment agreements, generating 166 statements by policymakers and other stakeholders reporting on the sustainable development dimension of such agreements (biennial target: 160 statements). The increase in the sharing of experiences and best practices on key issues relating to the negotiation and implementation of international investment treaties was revealed through the observations of 23 participants in the annual International Investment Agreements Conferences in 2016 and 2017, the multi-year expert meetings on investment, innovation and enterprise capacity-building and sustainable development and the sixty-third session of the Trade and Development Board, among others, surpassing the set target (biennial target: 20). UNCTAD policy tools, such as the road map for the reform of the international investment agreement regime and the Investment Policy Framework for Sustainable Development, shaped the reform objectives and activities at all levels of policymaking. Approximately 100 countries used these policy instruments to review their international investment agreement networks and around 60 used them to design treaty clauses.

(d) *Enhanced understanding of enterprise development issues and ability to boost productive capacity through enterprise development policies aimed at:*
*(i) stimulating enterprise development, particularly related to small and medium-sized enterprises, entrepreneurship and business linkages;*
*(ii) promoting best practices in corporate social responsibility and accounting;*
*(iii) establishing competitive and well-regulated insurance markets*

315. During the biennium, the Division advanced understanding of enterprise development issues and ability to boost productive capacity through enterprise development policies, including its Entrepreneurship Policy Framework, which has been used to develop national entrepreneurship strategies and action plans in developing countries. Thirty-four countries, including Argentina, Benin, Brazil, Cameroon, Chile and El Salvador (biennial target: 32 countries) used UNCTAD entrepreneurship policies and the Entrepreneurship Development Programme and methodology to strengthen the competitiveness of their national firms. Moreover, 31 countries, including Costa Rica, Côte d'Ivoire, Croatia, Ghana, Kazakhstan, Mexico, Mongolia, Mozambique, Nigeria, Panama, the Russian Federation, South Africa, Ukraine, the United Republic of Tanzania, Viet Nam and Zambia (biennial target: 30 countries) used guidance and tools developed by UNCTAD in the areas of accounting (including the Accounting Development Tool, a platform for cooperation towards high-quality corporate reporting as a key enabling factor for investment facilitation), enterprise development, insurance, business linkages and e-tourism.

### Subprogramme 3
### International trade

#### Component 1: international trade in goods and services

(a) *Improved understanding of trade policymaking and enhanced national capacity of developing countries, in particular least developed countries and countries with economies in transition, on measures needed to integrate their economies beneficially into the international trading system and to create an enabling environment for sustainable development*

316. The Division's interventions had an important positive impact in the area of sustainable development by improving understanding of trade policymaking and enhancing the national capacity of developing countries. At least 20 actions (biennial target: 20 actions) were taken by countries and institutions receiving UNCTAD assistance to enhance their participation in regional and multilateral trade agreements, cooperative frameworks and partnerships, including South-South trade negotiations and WTO accession. Actions included the adoption of negotiating positions, the preparation of draft proposals and the identification of policy options. Additionally, 18 actions (biennial target: 18) were taken by developing countries to integrate trade, productive capacity, employment and development into their national trade and services policies. Analytical, intergovernmental and capacity-building support on trade-related policies, services and policies, including services policy reviews, institutional and regulatory frameworks and trade negotiations, including on WTO accession and negotiations on the African Continental Free Trade Area, provided substantial support for the integration of those economies into the global economy and the international trading system.

*(b) Strengthened capacity of developing countries, in particular those in Africa and least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and countries with economies in transition and middle-income countries, according to their needs, in trade and trade-related decision-making and in addressing the trade and development impact of non-tariff measures*

317. The Division continued to strengthen the capacity of developing countries by providing analysis on trade trends and trade policy that facilitated informed trade and trade-related decision-making and by assisting economic policymakers in identifying and addressing tariff and non-tariff market access barriers, as well as voluntary sustainability standards, and by helping negotiators in trade negotiations, including with regard to the negotiations on the African Continental Free Trade Area, to develop trade regulations to address non-tariff measures. At least 48,000 users (biennial target: 48,000), registered and/or subscribed online, by mail or via email, benefited from the Trade Analysis and Information System, the World Integrated Trade Solution, the Agriculture Trade Policy Simulation Model, the Transparency in Trade initiative and other trade analysis training and research. Moreover, analysis of official data indicates that at least eight actions aimed at reducing or addressing non-tariff barriers were achieved in bilateral/regional negotiations or by national or country group actions in specific sectors.

*(c) Enhanced capacity of developing countries and countries with economies in transition to prepare and implement national and regional competition laws and consumer protection regulations*

318. As a result of the technical advice and assistance provided by the Division, at least 19 developing countries (biennial target: 19) established, revised or implemented their national and/or regional (including South-South) competition and consumer protection legislation and institutional frameworks on the basis of the sharing of best practices and peer reviews on the implementation of such policies. Those countries, including Algeria, Egypt, Jordan, Lebanon, Morocco, and Tunisia and State of Palestine in the Middle East and North Africa region and Argentina, Bolivia (Plurinational State of), Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico and Uruguay in the Latin America and Caribbean region, were provided with needs assessments and training courses in the areas of consumer protection and competition. Another eight countries (biennial target: 8) of the Association of Southeast Asian Nations (Brunei Darussalam, Cambodia, the Lao People's Democratic Republic and Myanmar), Balkan (Albania and Georgia) and Commonwealth of Independent States regions (Belarus and Kazakhstan) used the UNCTAD Model Law on Competition as a key reference in the drafting, the revision and implementation process of their national competition laws. Technical assistance programmes and capacity-building projects were carried out in countries in Latin America (under the project on strengthening institutions and capacities in the area of competition and consumer protection policies, known as COMPAL), the Middle East and North Africa region and in Africa (in countries members of the Central African Economic and Monetary Community as well as Ethiopia and Zimbabwe).

*(d) Strengthened capacity of developing countries, in particular those in Africa and the least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and countries with economies in transition and middle-income countries, according to their needs, to design and implement creative economy objectives and sustainable development strategies at all levels*

319. During the biennium, the Division continued supporting the efforts of developing countries to maximize the positive impact, and minimize the negative effects, of the interface between trade, environment and sustainable development. As a result of the support provided, 36 countries (biennial target: 36) designed or implemented policies, programmes, normative initiatives or institutional arrangements to take advantage of trade and creative economy opportunities, including Ecuador, Lebanon, Madagascar, Morocco and Oman, in the area of green export strategies and green growth. Moreover, organic agricultural methods were mainstreamed into development strategies in the Lao People's Democratic Republic. Another 25 countries (biennial target: 18 countries) participated in green economy activities, including sustainable biotrade and biofuels through various seminars, training sessions and workshops, including National Green Export Review workshops for stakeholders in Lebanon, Madagascar and Oman, to identify promising sustainable product sectors, National Green Export Review workshops in Morocco to evaluate national policy options, the fifth Organic Agriculture Forum held in the Lao People's Democratic Republic and the fourth BioTrade Congress.

*(e) Strengthened capacity of developing countries, in particular least developed countries and countries with economies in transition, to design and implement trade policies that allow women to benefit more from the opportunities arising from international trade*

320. The Division continued its efforts to strengthen the capacity of developing countries to design and implement gender-sensitive trade policies through its analytical and capacity-building activities. As a result of the assistance provided by the Division, at least 16 countries (biennial target: 10 countries) were able to enhance their understanding of the impacts of trade on gender equality and women's well-being, and to design and implement gender-sensitive trade policies. In addition, Malawi, the United Republic of Tanzania and Zambia benefited from gender-sensitive training on the potential of women in informal cross-border trade. Countries in the Common Marker for Eastern and Southern Africa and the East African Community benefited from capacity-building activities on trade and gender in their regions. In 2017, UNCTAD launched its "Trade and Gender Toolbox", an innovative methodology to help countries assess and measure the gender effects of trade policies prior to the implementation of trade reforms. Kenya benefited from the first application of the methodology. The Division's capacity-building initiative on trade and gender enabled 300 participants from 97 developing countries to take online courses on trade and gender during the biennium.

### Subprogramme 3
### Component 2: Commodities

*(a) Improved capacity of commodity-dependent developing countries to address trade and development problems associated with the commodity economy and to seize opportunities emerging from commodity trade and enhanced international and regional cooperation*

321. The Division continued to focus its efforts on improving the capacity of commodity-dependent developing countries to address trade and development

problems associated with the commodity economy. A mix of research, policy analysis and technical cooperation to assist commodity-dependent developing countries was provided to identify challenges and opportunities, develop strategies and build the capacity to address them. Sixteen developing countries (biennial target: 16), including Chad, the Congo, Uganda, the United Republic of, Tanzania, Zambia and Zimbabwe, adopted or were considering adopting policy measures and tools recommended by UNCTAD in designing policies aimed at reducing commodity dependence and diversifying export earnings as a result of capacity-building and policy advice provided by the Division. These efforts were supported by at least 16 research products on commodity production (biennial target: 16), including research on cotton and its by-products in Uganda, the United Republic of Tanzania and Zambia, as well as an institutional analysis of the cocoa sector and a comprehensive statistical overview of the gold sector.

### Subprogramme 4
### Technology and logistics

*(a) Improved efficiency and sustainability of trade logistics of developing countries and some countries with economies in transition*

322. As a result of the assistance provided by the Division, 22 actions were undertaken by developing countries and countries with economies in transition to improve trade logistics (biennial target: 22), including: the Northern Corridor Transit and Transport Coordination Authority, in Eastern Africa, which adopted the Green Freight Programme; and the ratification by Kyrgyzstan, Mali, Paraguay, Saint Kitts and Nevis and Swaziland of the WTO Agreement on Trade Facilitation. Another 22 measures were adopted by developing countries and countries with economies in transition using the Automated System for Customs Data (ASYCUDA) with the assistance of UNCTAD (biennial target: 22). Kazakhstan and Turkmenistan adopted ASYCUDA and another 15 countries undertook specific actions to migrate to its latest version. Two countries affected by ebola (Guinea and Liberia) undertook actions allowing them to resume the use of ASYCUDA at customs, while Jamaica, Rwanda and Zambia adopted the ASYCUDA System for Performance Measurement. Moreover, four countries (biennial target: 5 countries) improved their trade logistics performance during the biennium, based on benchmark indicators, and Kenya and the United Republic of Tanzania are among those countries that reported the greatest improvement in the Logistics Performance Index of the World Bank.

*(b) Improved awareness and adoption of national and international policies by developing countries and countries with economies in transition in the area of science, technology and innovation, as well as information and communications technology*

323. As a result of the assistance provided by UNCTAD, 30 actions (biennial target: 30) were taken by developing countries and economies in transition to implement programmes for development focused on science, technology and innovation, as well as information and communications technology. Countries, including Costa Rica, India and Thailand, both implemented such programmes and also decided to conduct pilot surveys on international trade in information and communications technology services and information and communications technology-enabled services based on methodology developed by UNCTAD. Moreover, Egypt, Oman and Rwanda decided to develop national e-commerce strategies with the technical assistance of UNCTAD. In addition, with the assistance of UNCTAD, 22 cooperation initiatives (biennial target: 22) were implemented with research institutions, academic centres, private and public entities and governmental organizations at the subregional, regional and international levels in the areas of science and technology and information and

communications technology, including, notably, the e-Trade for All initiative, launched at the fourteenth session of UNCTAD, which is aimed at leveraging e-commerce for sustainable trade and development in developing countries, including the involvement of 26 partners from international, regional and national organizations.

*(c) Better understanding, at the national level, of policy options and best practices in science and technology for development and information and communications technologies for development*

324. During the biennium, the Division continued to contribute to a better understanding at the national level of policy options and best practices in science and technology for development, registering the provision of UNCTAD capacity-building activities to at least 17 countries (biennial target: 10 countries). This included 11 least developed countries from the Asia-Pacific region, which were trained in the production of information economy statistics (Afghanistan, Bangladesh, Bhutan, Cambodia, Kiribati, the Lao People's Democratic Republic, Myanmar, Nepal, Timor-Leste, Tuvalu and Vanuatu). Mauritius benefitted from the development of an innovative cross-sector strategy as part of its national expert strategy. Science, technology and innovation policy reviews continued to influence policy outcomes in participating developing countries, and several new policy actions were reported in Ghana, the Islamic Republic of Iran, Oman, Peru and Thailand. In addition to the policy reviews, advisory services were provided in several countries, including the Dominican Republic, Mauritius, Peru and Thailand.

*(d) Enhanced capacities in developing countries and countries with economies in transition in the areas of trade and investment and interrelated issues*

325. During the biennium, the Division enhanced capacities in developing countries and economies in transition in the areas of trade and investment through customized training and technical advice. At least 10 actions (biennial target: 10) were undertaken by developing countries and economies in transition to strengthen capacities in the area of human resources and by local institutions in the areas of trade and investment. This included the delivery of five regional courses for government officials from the developing and the least developed economies from the Africa (Mauritius), Asia-Pacific (Singapore), Eastern European (Serbia), Latin America and the Caribbean (Colombia) and Arab (Oman) regions. Based on the port performance scorecard component under the Port Management Programme, the Philippines Port Authority redefined its statistical requirements and implemented a new statistical system for the country's 108 ports and terminals. In Peru, an UNCTAD proposal ratified by the National Port Authority will allow the Port Community of Callao to reduce the waiting time for trucks, contributing to the decongestion of the city.

### Subprogramme 5
### Africa, least developed countries and special programmes

*(a) Greater awareness of and dialogue on policy options to promote African economic development*

326. The Division continued to create greater awareness and to improve dialogue on policy options to promote African economic development through research publications and training activities. At least 12 Member States (biennial target: 12) indicated the usefulness of UNCTAD research and analysis for their national policymaking process, including the *Economic Development in Africa Report* (2016), which was launched in 17 African countries and endorsed by 12 delegations, including: the Africa Group; the JUSCANZ group (Japan, the United States of America, Canada, Australia and New Zealand); the Group of 77; and the delegations of Algeria, China, Djibouti, Ethiopia, Kenya, Morocco, the United Republic of Tanzania and Zimbabwe.

In addition, at the sixty-third and sixty-fourth sessions of the Trade and Development Board, several delegations and 16 Member States expressed their appreciation for the analytical work done by UNCTAD to promote development in Africa. Moreover, as a contribution to capacity-building in Africa and to policy debate, the Division delivered 12 presentations and seminars on debt dynamics, development finance and tourism for transformative growth in nine African and three European countries.

*(b) Greater awareness of and dialogue on policy options to address development problems of least developed countries in the global economy, including those in the process of graduation from the list of least developed countries*

327. The Division continued to create dialogue on policy options to address development problems of the least developed countries in the global economy by focusing its work on issues of maximum relevance and pertinence to policymakers in those countries, in view of the importance of achieving the Sustainable Development Goals and the targets of the Programme of Action for the Least Developed Countries for the Decade 2011–2020, including graduation from least developed country status. The Division undertook in-depth analysis of these issues and offered new perspectives on how to approach them through innovative views and original policy suggestions. At least 11 Member States (biennial target: 11) indicated the usefulness of UNCTAD research and analysis for their national policymaking process. *The Least Developed Countries Report 2016* was reported as being particularly useful by representatives of Bangladesh, Lesotho, the United Republic of Tanzania and Zambia. The findings presented in the 2017 edition of the report were incorporated into a policy statement adopted by the second regional workshop on transforming Southern Africa, held in December 2017, by policymakers from Southern African countries, including Malawi, Mauritius, Mozambique, South Africa and the United Republic of Tanzania, among others.

*(c) Enhanced integration of trade policies and priorities into the national development plans of least developed countries*

328. The Division continued its work to enhance the integration of trade policies and priorities into the national development plans of the least developed countries. As a result of UNCTAD assistance, 15 least developed countries (biennial target: 14) have made progress in enhancing the integration of trade policies and priorities into their national development plans and have implemented the action matrices set out in the Enhanced Integrated Framework advanced by WTO. Significant progress has been made by Benin, Burkina Faso, Gambia, Djibouti, Ethiopia, Niger and Mali in mainstreaming transit, transport and trade facilitation into their national development plans. Research and capacity-building assistance in drafting new trade policies was provided to Cambodia and Myanmar; the same type of assistance was requested by Haiti; and Madagascar has requested assistance on rules of origin. Following a request from the coordinator of the WTO Subcommittee on Least Developed Countries, extensive assistance has been provided to 10 delegations representing least developed countries at WTO to help them gain a better understanding of trade issues, including trade preferences and rules of origin.

*(d) Improved capacities of landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies to support their economic transformation and resilience-building efforts*

329. During the biennium, six landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies (biennial target: 5 countries) benefited from analysis and advisory services and other forms of assistance provided by UNCTAD on achieving structural progress.

UNCTAD also provided substantive support to intergovernmental deliberations and decisions on the least developed countries and landlocked developing countries, including in negotiations of General Assembly resolutions, the Nairobi Maafikiano and the midterm review of the Istanbul Programme of Action, as well as to the sessions of the Trade and Development Board. During the biennium, the Division provided technical assistance to six least developed countries and landlocked developing countries on building capacities in the fisheries sector, including through the development of training manual and capacity-building activities for more than 400 practitioners in fisheries development. Eight countries near graduation from the list of least developed countries, Bhutan, Kiribati, Nepal, Sao Tome and Principe, Solomon Islands, Timor-Leste, Tuvalu and Vanuatu, benefited from UNCTAD assistance in their efforts to achieve structural economic progress and to manage the challenge of achieving a smooth transition from that status.

## Section 13
## International Trade Centre

### Highlights of programme results

The biennium 2016–2017 represented the period of alignment of the strategy of the International Trade Centre to deliver on 10 Sustainable Development Goals, with a focus on Goal 8: Decent work and economic growth; Goal 1: No poverty; Goal 5: Gender equality; and Goal 17: Partnerships for the Goals. To ensure its full capacity to respond to the 2030 Agenda for Sustainable Development, the Centre worked to: advance its contribution to the implementation of Goals 2, 4, 9, 10, 12 and 16; align its programmes with the Goals through newly developed theories of change; and advance an organizational realignment. By the end of the biennium, the Centre had largely met or surpassed its outcome and output targets, counting over 700,000 registered users its market analysis tools. In addition, during the biennium, over 390,000 users actively accessed the Centre's trade and market intelligence portals, resulting in greater awareness of international trade matters. At the policymaking level, the Centre contributed to over 120 strategy and policy formulations or improvements, mostly in the sub-Saharan Africa and Asia-Pacific regions. In addition, over 350 unique trade and investment support institutions have improved performance as a result of the assistance provided by the Centre. Over 17,900 micro, small and medium-sized enterprises, mostly from the sub-Saharan Africa and Asia-Pacific regions, reported improved international competitiveness thanks to the Centre's support, with 45 per cent of those enterprises being female-owned.

### Challenges and lessons learned

The International Trade Centre operated in a very challenging funding environment during the biennium. This was mainly due to the shift of priorities of some core funders who did not honour their pledges towards the Centre as they had to shift resources to deal with the refugee crisis. It caused pressures in terms of delivering the targets to which the Centre was committed.

The Centre's 2016 Annual Evaluation Synthesis Report highlighted the need for improved mobilization of in-country partners, particularly at the onset of project implementation. Collecting data on results also required strengthening in order to allow a full reflection of project performance. In the 2017 edition, the Centre highlighted challenges in the areas of project monitoring and evaluation, as well as a need to fully consider and document gender issues from the project design stage.

330. The above-cited results are based on the implementation of 98 per cent of 129 mandated, quantifiable outputs during the biennium 2016–2017, compared with 98 per cent in the previous biennium. Additional outputs implemented at the initiative of the Secretariat increased from zero in the biennium 2014–2015 to four in the biennium 2016–2017.

331. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 13), Add.1 and Add.1/Rev.1).

**Programme of work**

*(a) Strengthened integration of the business sector into the global economy*

332. Over 390,000 cumulative users of the market intelligence provided by ITC (biennial target: 175,000) accessed the Centre's database on numerous occasions in order to improve their awareness of international trade matters. The Centre's market analysis tools continue to meet growing demand, and it has over 700,000 registered users in total. In 125 cases (biennial target: 150) the Centre assisted countries in policy formulations, strategy designs and/or in improving regulations with business sector input. The Centre also assisted countries in designing and adopting policy recommendations for implementing the WTO Trade Facilitation Agreement and supported the efforts of the Sudan to accede to the WTO. In addition, the Centre supported the development of road maps for the coconut industry in the Caribbean, and helped the Government to develop policy in the livestock and agriculture sectors in Fiji.

*(b) Improved performance of trade support institutions for the benefit of enterprises*

333. During the biennium, the Centre continued to assist trade and investment support institutions in priority countries, supported by evaluations that emphasize the need to build the capacity of such institutions and to ensure their long-term sustainability for maximum multiplier effects and impact. In many cases, the Centre provided technical expertise to enable the institutions to set up and manage services for final target beneficiaries in areas such as quality control, marketing, logistics and supply chain management. Moreover, the Centre assisted 353 unique trade and investment support institutions (biennial target: 400) to improve their performance. As emphasized in 2017 Annual Evaluation Synthesis Report, trade and investment support institutions need longer-term support to build their capacity. Hence, with given resources, there is a trade-off between the number of such institutions served, and the depth of support provided to each individual institution. ITC has made a strategic choice to invest more to build the capacity of individual institutions, especially in emerging export sectors.

*(c) Improved international competitiveness of enterprises*

334. The Centre surpassed its targets for the number of micro, small and medium-sized enterprises that have succeeded in becoming more internationally competitive during the biennium, with over 17,900 such enterprises (biennial target: 10,000) reporting improved international competitiveness. Progress was made not only in capturing results across value chains, but also in improved incorporation of gender objectives into interventions. The Centre involved itself more deeply in micro, small and medium-sized enterprises value chains, and placed even more emphasis on targeting those that are female-owned. As a result, the 45 per cent of female-owned micro, small and medium-sized enterprises assisted by the Centre exceeded the biennial target (biennial target: 40 per cent). The Centre also increased its focus on supporting young male and female entrepreneurs and small and medium-sized

enterprises that provide employment opportunities for young persons in sectors including coffee growing and processing, artisanal production/textiles and apparel, fashion and agribusiness. In total, during the biennium, over 3,800 micro, small and medium-sized enterprises (biennial target: 4,000) reported that they had carried out international business transactions as a result of the support provided by the Centre, including in the transactions in the agribusiness sector in Fiji, the fashion and textiles sector in sub-Saharan Africa or the avocado growing sector in Kenya. Of those enterprises, 40 per cent are reported to be female-owned (biennial target: 40 per cent).

## Section 14
## Environment

### Highlights of programme results

Considerable progress was made by UNEP during the biennium 2016–2017. By the end of the biennium, UNEP had enabled five more countries to access adaptation finance for implementing ecosystem based adaptation, bringing to 47 the cumulative total number of countries that have implemented ecosystem-based and other adaptation measures. In addition, UNEP supported the efforts of 29 countries to reduce their risk of exposure to natural disasters, industrial accidents and conflicts during the reporting period. At the global level, UNEP generated guidelines, policies and evidence on the value of ecosystem-based solutions for disaster risk reduction. In the area of resource efficiency, 25 additional regions, countries and local institutions adopted national plans, sectoral policies or municipal plans that integrate green economy or sustainable production and consumption, or initiated related policy implementation. The uptake of sustainable production and consumption and green economy instruments and management practices in sectoral policies, business and financial operations increased during the biennium, with 90 additional stakeholders reporting improved management practices or sectoral strategies because of their engagement in UNEP activities. In 2017, another 87 Governments benefited from UNEP technical support, tools and guidelines in dealing with priority chemicals. "UNEPLive", a system the organization has established for capturing data and information on environmental issues, which also acts as the organization's media platform, reached full coverage in all countries, making environmental information available in comparable formats online.

### Challenges and lessons learned

Greater emphasis is required on resource mobilization, technical capacity-building for national institutions and support for country programmes. There should be more regional programmes that offer comprehensive support and platforms of engagement for a wide range of stakeholders as well as increased focus on regional approaches and South-South cooperation. Close alignment with the Sustainable Development Goals is necessary in project design. Business relevant indicators in the 2030 Agenda for Sustainable Development should inspire the development of project-based reporting practices, as well as monitoring the progress achieved by UNEP at the expected accomplishment level. Technical materials, guidelines and knowledge management platforms should be made available to enhance the capacity of countries to generate, access, analyse, use and communicate environmental information and knowledge. Faster progress is needed in the disaggregation of environmentally relevant indicators by gender.

335. The above-cited results are based on the implementation of 98 per cent of 263 mandated, quantifiable outputs in the biennium 2016–2017, compared with

95 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the secretariat increased from one in the biennium 2014–2015 to 10 in the biennium 2016–2017.

336. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 14) and Corr.1).

### Executive direction and management

### 1. Office of the Executive Director

#### *(a) Delivery by UNEP of programmes and products relating to environmental issues that are considered useful by Governments and partners in the United Nations system*

337. Continued efforts are made to ensure that the products and services of UNEP are useful for the needs and priorities of countries and partners in the United Nations system. The results of the 2017 survey revealed that 85 per cent of responses from Governments, partner organizations and stakeholders rated UNEP products and services as useful. This is an 18 per cent increase in the positive response rate (biennial target: 15 per cent).

#### *(b) Promotion by UNEP of greater coherence and complementarities relating to environmental issues in the United Nations system*

338. The entities of the United Nations system have taken joint action to strengthen system-wide coherence in a number of areas during the biennium 2016–2017, including through the promotion of system-wide coordinated action and coherence in the area of electronic waste. Moreover, six subjects of global environmental concern were added to those on which the United Nations system takes joint action, bringing the cumulative total to 15, against the biennial target of 11. The system-wide framework of strategies on the environment was launched as a collaborative framework to achieve greater synergy, collaboration and coherence in the work of the entities of the United Nations system on the environment in support of the efforts of Member States to deliver on the environmental dimension of the 2030 Agenda. Its first report, entitled "United Nations System-wide Collaboration on the Environment", the Environment Management Group expressed its support for knowledge sharing on the specific environmental actions, partnerships and overall strategic trends adopted by 31 agencies, highlighting good practices, leveraging data visualizations and identifying opportunities for further collaboration. The inter-agency collaboration on biodiversity was revitalized to speed up the implementation of the Strategic Plan for Biodiversity 2011–2020, and to gain a system-wide perspective on the post 2020 framework.

#### *(c) Strengthened use of credible and coherent science at the science-policy interface*

339. UNEP undertook a number of initiatives to strengthen the use of credible and coherent science, including the organization of the first UNEP Science-Policy Forum, which was held prior to the United Nations Environment Assembly. The Forum brought together top scientists and policymakers and the results fed directly into the Environment Assembly. Key scientific findings presented at the Forum included regional assessments of the sixth Global Environment Outlook Assessment, awards were presented for scientific excellence (including for women in science) and the emerging issues were identified. Other UNEP initiatives to strengthen the science-policy interface that have demonstrated measurable results include: the partnership with institutions of the Consultative Group on International Agricultural Research on emerging issues; the network of experts for the development of sand and dust storm

assessments; and the establishment of a group of experts on the loss of biodiversity. During the biennium 2016–2017, the nine initiatives to strengthen the science-policy interface have demonstrated measurable positive outcomes (biennial target: 30).

*(d) Strengthened accountability of UNEP towards a results-based organization*

340. UNEP acted upon 100 per cent of the accepted audit and investigation recommendations of OIOS, and 100 per cent of the accepted recommendations of the 2016 Board of Auditors, attesting to the fact that the organization has strengthened its accountability towards results-based management. OIOS accepted 90 per cent of the actions taken by UNEP to implement its recommendations. The delegation of authority policy and the framework for the management and administration of the secretariat for multilateral environmental agreements were implemented in 2017.

*(e) Geographical representation and gender balance of staff is ensured*

341. During the biennium, the representation of female staff at the P-4 level and above was 41.5 per cent (biennial target: 45 per cent). The percentage of female representation, despite all of the efforts UNEP has made to attract more female staff at the middle and senior levels, is too low, although it is notably higher than the 36.5 per cent recorded in the biennium 2014–2015. The percentage of posts in the Professional and higher categories filled by personnel from underrepresented countries is 21 per cent (biennial target: 20 per cent).

*(f) Efficiency in staff recruitment is maintained in line with the United Nations rules and regulations concerning staff selection*

342. The actual number of days taken to fill a vacant post in the biennium was 248 (biennial target: 170 days). This number is for all posts as UNEP is not able to distinguish between extrabudgetary and regular budget posts. However, there is no reason to assume that there is a difference in the time taken to fill a position in either category.

*(g) Efficiency in the servicing of meetings of the governing bodies is ensured*

343. The UNEP secretariat successfully prepared, serviced and followed up meetings of the Committee of Permanent Representatives and two sessions of the United Nations Environment Assembly, meeting its target of 85 per cent with respect to the receipt of documentation in a timely manner. The successful organization of the third session of the Environment Assembly, held from 4 to 7 December 2017, an important accomplishment during the biennium, was widely praised as the best Assembly so far. The efficiency and effectiveness of the UNEP secretariat during this biennium enabled Member States to agree on a number of relevant themes, such as: addressing pollution; on a consensus political Declaration; and on substantive, topical and well-prepared decisions that will galvanize action by all actors at the local, national and regional and global levels. Commendable efforts were made to enhance service delivery and responsiveness of conference servicing, especially through improvements in the website and greater use of information and communications technology.

*(h) Evaluations take place in accordance with the evaluation policy and plan and are used to improve performance*

344. A large number of project evaluations were completed during the biennium. Evaluations, which took place in accordance with the evaluation policy and plan, were used to improve performance through the implementation of recommendations and feedback for the design of new projects. By the third quarter of the biennium 2016–

2017: 75 per cent of the projects above the cost of $1 million had been completed (biennial target: 100 per cent); 50 per cent of subprogramme evaluations had been completed (biennial target: 100 per cent); 91 per cent of evaluations provided a rating of "satisfactory" or better for project quality (biennial target: 70 per cent); and 76 per cent of evaluation recommendations were accepted and implemented within the time frame defined in the implementation plan (biennial target: 70 per cent).

### 2. United Nations Scientific Committee on the Effects of Atomic Radiation

#### *(a) Expanded and updated scientific assessments of exposures regionally and globally to ionizing radiation and of radiation effects on human health and the environment*

345. In its 2016 report, the United Nations Scientific Committee on the Effects of Atomic Radiation published its assessment of the radiological impact of electrical energy production, including an update to its methodology to estimate exposures from radioactive discharges and reviews on the effects of exposure from selected internal emitters. The Committee also published its principles, procedures and criteria for assuring the quality of its assessments on radiation epidemiology, as well as information on the risks of cancer from exposure to low-dose-rate environmental radiation. These assessments provided important information for those charged with regulating the relevant risks from exposure. The Committee also completed two reviews of scientific literature published from October 2012 until the end of 2016 that might challenge the findings presented in its 2013 report on Fukushima, entitled *Sources, effects and risks of ionizing radiation*; no significant challenges were found. The reviews were published as white papers in English and Japanese in November 2016 and October 2017. Appreciation for the Committee's findings were expressed by those affected by the accident in Japan. The online platform to collect medical exposure data from Member States, so that patterns and trends in exposure can be followed more regularly than in the past, is now being used for occupational exposure as well.

#### *(b) Increased awareness and use among decision makers, the scientific community and civil society of the Committee's scientific assessments as a sound basis for decision-making on radiation-related issues*

346. Following the publication of the Committee's 2013 report on the Fukushima Daiichi accident and the 2016 white paper, the Secretariat organized several special outreach activities in Japan, involving local and national officials, representatives of academia, professionals who were potential users of the Committee's publications (including medical professionals, social services professionals and academic and teaching professionals) and the media. The feedback from questionnaires was extremely positive, and anecdotal reports indicated that "everyone in Japan" had heard of the work of the Committee. The media reports were also favourable to the Committee and its work. The 2017 white paper was presented to the Ministry of Foreign Affairs of Japan at a meeting of the Japan Radiation Research Society, at a satellite symposium held by the Society in Iwaki and to the authorities at the Fukushima Prefecture in October 2017. The briefing provided to Member States on the mandate and the work of the Committee at the Fukushima site, and the results it had achieved, was well received. The booklet published by UNEP on radiation sources and effects, which was translated into 10 languages, including the six official languages of the United Nations, was also well received.

### Subprogramme 1
### Climate change

(a) *Adaptation approaches, including an ecosystem-based approach, are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts*

347. During the biennium 2016–2017, the UNEP climate adaptation programme continued to focus on the implementation of concrete ecosystem-based adaptation options as well as the integration of such options into key sectoral and national development strategies. By the end of the biennium, the organization had enabled five more countries to access adaptation finance for the implementation of an ecosystem-based approach, including financing from the resources of the Green Climate Fund, bringing the cumulative total number of countries implementing such measures to 47 (biennial target: 32). As at December 2017, 21 countries had made progress in integrating ecosystem-based and other adaptation approaches into their national plans. During the biennium, UNEP enabled two more countries to integrate ecosystem-based and other adaptation approaches into their national plans, bringing the cumulative total number of countries having taken such action to 21 (biennial target: 20).

(b) *Energy efficiency is improved and the use of renewable energy is increased in countries to help reduce greenhouse gas emissions and other pollutants as part of their low-emission development*

348. UNEP contributes to the energy efficiency goal of the Sustainable Energy for All Initiative through the Initiative's Global Energy Efficiency Accelerator Platform. Through multi-stakeholder partnerships, it aims to make a decisive contribution to the Initiative's energy efficiency goal of doubling the global rate of improvement in energy efficiency by 2030. The estimated renewable energy share of global electricity production at the end of 2017 was 24.5 per cent (biennial target: 23 per cent). As at December 2017, nine additional countries met the energy efficiency standards for specific sectors, bringing the cumulative total to 65 against the biennial target of 65 countries committed to applying energy efficiency standards, with support from UNEP. During the biennium, an additional 27 countries, with the assistance of UNEP, implemented programmes and projects on the transfer of advanced technologies in the areas of renewable energy or energy efficiency, bringing the cumulative total number of countries implementing such programmes and projects to 37 (biennial target: 15). There were an additional 13 policies and actions taken by countries to decrease greenhouse gas emissions and other climate pollutants as a result of UNEP-led public-private partnership initiatives, bringing the cumulative total number of such policies and actions to 75 (biennial target: 70). As at December 2017, UNEP had supported the mobilization of an additional $47 million for clean energy activities, mainly geothermal projects in Ethiopia and Kenya, bringing the cumulative total capital outlay for clean energy to $539 million (biennial target: $450 million).

(c) *Support, in cooperation with other organizations and in accordance with their respective mandates, the implementation of REDD-plus strategies and systems for information on safeguards and the development of forest monitoring systems and reference levels, so that they evolve into results-based actions that are fully measured, reported and verified and so as to reduce emissions from deforestation and forest degradation*

349. Global momentum towards the conservation of forests increased with the adoption of the New York Declaration on Forests, which aims to halve the rate of loss

of natural forests by 2020 and to end it by 2030. The United Nations Collaborative Initiative on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD) is jointly implemented by UNEP, FAO and UNDP. During the biennium 2016–2017, six countries (biennial target: 12) completed their national REDD+ strategies, which include multiple benefits, including business models for the private sector and the design of financial instruments, and their feasibility for domestic markets, with the inclusion of REDD-plus as a financing option.

### Subprogramme 2
### Disasters and conflicts

*(a) The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of natural and man-made disasters is improved*

350. During the biennium 2016–2017, UNEP supported the efforts of 29 countries to reduce their risk of exposure to natural disasters, industrial accidents and conflicts, exceeding its target for the biennium. At the global level, UNEP has been generating guidelines, policies and evidence on the value of ecosystem-based solutions for disaster risk reduction and the importance of integrating environment perspectives into United Nations policies, training courses and programmes. By the end of 2017, UNEP activities had significantly influenced the programmes of 12 United Nations partners, 14 major United Nations policies and 10 training courses (biennial target: 9 separate policies, programmes and training courses). At the national level, UNEP supported the efforts of Afghanistan, Haiti, South Sudan and the Sudan to reduce risks in the context of post-crisis recovery as evidenced by forward progress in the UNEP metric for country capacity, the country capacity framework.

*(b) The capacity of countries to use natural resource and environmental management to support sustainable recovery from disasters and conflicts is improved*

351. UNEP works to help countries identify environmental risks and assess environmental priorities during and after natural disasters, industrial accidents and conflict and recommends actions to mitigate the environmental impacts of crises. During the biennium, UNEP helped 17 countries to assess, respond to and recover from a variety of natural disasters, industrial accidents and conflicts. In addition, UNEP tracks the extent to which post-crisis recovery plans and their implementation act on its recommendations. Between July 2012 and July 2017, 27 assessment UNEP missions made substantial recommendations for addressing environmental priorities in the post-crisis phase. Follow-up monitoring showed that in 20 cases UNEP recommendations were acted upon, reflecting its ability to significantly influence outcomes approximately 74 per cent of the time (biennial target: 85 per cent).

352. UNEP also supports countries emerging from crisis as they seek to put in place critical environmental policies, plans and institutions as part of a wider recovery process. In 2017, UNEP assisted a number of countries affected by natural or man-made disasters in improving their capacity to use natural resources and environmental management, and improved its capacity to track progress made by those countries, reaching a total of 13 cumulative steps (out of a required 16) based on country capacity frameworks, achieving an estimated 81 per cent of its biennial target in this regard (biennial target: 100 per cent).

## Subprogramme 3
## Ecosystem management

### *(a) Use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased*

353. During the biennium, UNEP made good progress in its efforts to integrate the ecosystem approach, although growth in routine country action on integrated ecosystem management stalled during the period. An additional 14 countries demonstrated their willingness, with UNEP assistance, to integrate the ecosystem approach across sectors, including planning, monitoring and policy frameworks, bringing the cumulative total number of countries using the approach to 39 (biennial target: 20). In addition, there was a 10 per cent increase in the ratio of river basins where the ecosystem approach is approved by governing bodies, or under implementation by parties (biennial target: 100 per cent). Since the adoption of decision 27/3 by the UNEP Governing Council in 2013, UNEP has worked with 30 countries on water quality and the development and uptake of guidelines for ensuring safe water for agriculture and drinking. By December 2017, 23 countries had taken steps to improve their water quality and related frameworks (biennial target: 23). The area that is currently managed with an ecosystem approach over the total area covered by countries with the assistance of UNEP is 15 per cent (biennial target: 20 per cent). During the biennium 2016–2017, a total of 4,572 hectares was restored, against the biennial target of 5 per cent of the area managed (equivalent to 5,000 hectares).

### *(b) Use of the ecosystem approach in countries to sustain ecosystem services from coastal and marine systems is increased*

354. The growth in the number of action plans to address marine litter and waste water increased during the reporting period, and the number of countries and corporations that are already working on actions plans will result in greater number in future. Countries participating in the regional seas programme also made progress in implementing the ecosystem approach. During the biennium 2016–2017, with the assistance of UNEP, 79 countries adopted action plans to reduce marine litter in coastal and marine systems (biennial target: 50 countries); 74 countries and corporations adopted action plans to reduce untreated wastewater in coastal and marine systems (biennial target: 50 countries); 13 countries participating in the regional seas programme implemented the ecosystem approach; and there was a cumulative 6.9 per cent increase in the area covered by an ecosystem-based management (biennial target: 5 per cent).

### *(c) Services and benefits derived from ecosystems are integrated with development planning and accounting, and the implementation of biodiversity and ecosystem-related multilateral environmental agreements*

355. During the biennium, progress was made in the integration of the services and benefits derived from ecosystems with development planning and accounting, including the implementation of biodiversity and ecosystem-related multilateral environmental agreements. Moreover, there was a significant increase in the attention paid to and adoption of economic valuation and accounting of ecosystem services and increased compliance among countries in adopting policies and strategies required by the multilateral environmental agreements to which they are signatories. During the reporting period, 13 countries integrated priority ecosystem services into their national accounting processes, bringing the cumulative total number of countries using such services to 18. UNEP also supported the efforts of more than 80 countries in establishing policy frameworks and strategic action plans in line with agreements

under a number of multilateral environmental agreements. To date, 54 countries have integrated biodiversity and ecosystem services into at least two of their national policy frameworks or strategies.

### Subprogramme 4
### Environmental governance

*(a) The United Nations system and multilateral environmental agreement bodies, respecting the mandate of each entity, demonstrate increasing coherence and synergy of actions on environmental issues*

356. UNEP action in the area of environmental governance includes work to bring about coherence and synergy on environmental issues at the international level. A total of 16 entities of the United Nations system are considered to have complete environmental or sustainability management systems. An additional 16 entities adopted other systematic approaches to environmental management. In the context of increasing Organization-wide coherence and synergies, United Nations agencies endorsed a system-wide framework of strategies on the environment. In addition, in 2017, the United Nations Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products was established, with UNEP as Chair. During the biennium 2016–2017, the following results were reported under five performance indicators: (a) the number of joint initiatives to handle environmental issues in a coordinated manner in the United Nations system and by multilateral environmental agreement bodies increased to 24 (biennial target: 22); (b) the number of collaborative arrangements with the secretariats of selected multilateral environmental agreements that resulted in increased coherence and synergy between the UNEP programme of work and the programme of work of those secretariats increased to 38 (biennial target: 37); (c) the number of policy instruments or action plans adopted by Governments and United Nations bodies pursuant to the 2030 Agenda, including the Sustainable Development Goals, that incorporate environmental objectives increased to 12 (biennial target: 5); (d) the number of United Nations agencies that implemented emissions reduction strategies and/or environment management systems increased to 34 (biennial target: 31); and (e) the number of environmental policy issues or approaches emerging from UNEP policy advice that were referred to in policy documents of other United Nations agencies and bodies increased to 9 (biennial target: 8).

*(b) The capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations is enhanced*

357. The strengthening of laws and institutions is a pillar of UNEP's work on environmental governance. In supporting the efforts of countries to improve their capacities to achieve environmental objectives, the organization focuses on the development of law, compliance, enforcement and institutional capacities. During the biennium 2016–2017, UNEP engaged in supporting countries in the development of general environmental legislation, and, more specifically, on the illegal trade in wildlife and biodiversity. UNEP also provided support for the development of the Johannesburg Plan of Action on Judicial Education on Environmental Law in Africa, adopted by 20 African countries, and the establishment of environmental courts in Ghana. In addition, UNEP supported countries in developing guidance on rapid response, which have been adopted by a number of countries, including the United Republic of Tanzania and Viet Nam, to assist enforcement officers in the process of imposing legal liabilities on violators. During the biennium, UNEP assisted countries, at their request, with legal and institutional measures to develop and enforce national laws and improve the implementation of internationally agreed environmental objectives and goals, increasing the number of such measures taken to 42 (biennial

target: 28). The number of countries undertaking a review of and adopting recommendations for enhanced compliance with and enforcement of international environmental obligations with the assistance of UNEP increased to 14 (biennial target: 6). The number of initiatives and partnerships of major groups and stakeholders in support of the development and implementation of national and international environmental law with the assistance of UNEP increased to 13 (biennial target: 9).

*(c) Countries increasingly mainstream environmental sustainability into national and regional development policies and plans*

358. UNEP activity in environmental governance also includes the provision of support to countries in integrating environmental sustainability into their national and regional development policies and plans, and into their poverty-reduction strategies as a tool to advance efforts to eliminate poverty. During the biennium 2016–2017, with UNEP assistance, 19 countries took action to include environmental issues in their UNDAFs. In addition, with UNDP, UNEP continued to promote, through the joint Poverty-Environment Initiative, linkages between poverty and the environment at the country level. In the biennium, UNEP assisted six additional countries to adopt national budgeting and expenditure processes with integrated poverty-environment objectives. UNEP also consistently provided key inputs to the deliberations of Member States on key environmental issues by providing international platforms to facilitate policy debate, negotiations and decision-making. UNEP aims to increase coherence in the international decision-making processes in follow-up to the United Nations Conference on Environment and Development by offering its support for the convening of ministerial and other environmental forums. During the biennium, with the assistance of UNEP and its development partners, 132 countries incorporated principles of environmental sustainability into their UNDAFs (biennial target: 111). In addition, as a result of UNEP support, 16 countries increased by at least one level in the UNEP results measurement framework for assessing public sector engagement in strengthening and applying financial planning instruments for pro-poor growth and environmental sustainability (biennial target: 24). Moreover, as a result of UNEP support, 24 policies and plans of subregional and regional forums included principles of environmental sustainability (biennial target: 18).

### Subprogramme 5
### Chemicals and waste

*(a) Countries increasingly have the necessary institutional capacity and policy instruments to soundly manage chemicals and waste, including the implementation of related provisions of the multilateral environmental agreements*

359. During the reporting period, UNEP continued to help countries to create an enabling environment for the sound management of chemicals and waste by supporting their efforts to adopt appropriate policy instruments and institutional frameworks. There was an increase in the number of countries that, with support of UNEP, acquired adequate institutional capacity, established policy instruments to manage chemicals and waste soundly and reported on the adoption of key policies. That increase stems from the additional number of countries that ratified the Minamata Convention on Mercury in the biennium 2016–2017. With the assistance of UNEP, 128 countries are currently signatories to the Minamata Convention, an increase over from the 94 countries signatory to the Convention in 2013. UNEP continues to support the work of countries to ensure the sound management of chemicals, including support, during the biennium, for an additional 75 countries. In 2017, both the Minamata Convention and the Kigali Amendment to the Montreal Protocol on Substances that Deplete the Ozone Layer entered into force. By the end

of the biennium, with UNEP assistance, a total of 57 countries had reported the use of economic and market-based incentives and business policies and practices that promote the sound management of chemicals and waste (biennial target: 49). Moreover, five additional countries reported the use of industry reporting schemes to promote the sound take-up of chemicals and waste, bringing the cumulative total number of countries using such schemes to 35 (biennial target: 35).

*(b) Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound chemicals management and the related multilateral environmental agreements*

360. UNEP supports the work of Governments, the private sector and civil society in addressing chemical risks and priorities. In addition, UNEP addresses the extent to which countries have adopted appropriate risk reduction strategies, chemical inventories, mercury phase-out and action on persistent organic pollutants. During the biennium, UNEP provided technical support, tools and guidelines in addressing priority chemicals to 87 Governments, bring the cumulative total number of Governments assisted in this regard to 201 (biennial target: 180). UNEP also provided risk assessment and management tools to 11 businesses and industries to help them address priority chemical issues, bringing the cumulative total number of businesses and industries receiving such assistance to 104 (biennial target: 157). An additional 59 civil society organizations addressed priority chemicals issues under the chemicals-related multilateral environmental agreements through the use of risk assessment and management tools provided by UNEP, bringing the total number of civil society organizations receiving such assistance to 149 (biennial target: 133).

*(c) Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound waste management and the related multilateral environmental agreements*

361. During the biennium, UNEP supported the efforts of Governments, civil society and the business sector to develop sound strategies and solutions for waste management, applying concepts such as the circular economy, holistic waste management and waste as a resource. The conversion of agricultural waste to energy in various parts of the world is a good example of the influence of UNEP in helping stakeholders to apply more environmentally sound technologies. In the biennium 2016–2017, a total of 50 Governments used tools and methodologies provided by UNEP to address priority waste issues under the Strategic Approach to International Chemicals Management, including their obligations under the related multilateral environmental agreements (biennial target: 65). An additional 37 businesses and industries used UNEP tools and methodologies to address priority waste issues (biennial target: 33), and 12 additional civil society organizations were provided with such tools and methodologies to address priority waste issues bringing the cumulative total number of civil society organizations receiving such assistance to 38 (biennial target: 32).

### Subprogramme 6
### Resource efficiency and sustainable consumption and production

*(a) Cross-sectoral scientific assessments, research and tools for sustainable consumption and production, in the context of sustainable development and poverty eradication, developed, shared and applied by policymakers, including in urban practices*

362. During the biennium, UNEP continued to support the efforts of countries to develop and integrate the green economy and sustainable consumption and production approaches and tools into their policies and plans. Building on a 2015 baseline of 38,

in the biennium 2016–2017, 25 additional regions, countries and local institutions adopted national plans, sectoral policies or municipal plans that integrate green economy or sustainable production and consumption, bringing the cumulative total number of regions, countries and institutions having adopted such plans to 66 (biennial target; 65). Action plans for sustainable production and consumption were adopted by a number of countries, and implementation started in 13 countries and one region. Starting from a 2015 baseline of 1,786, UNEP assessments and reports from the International Resource Panel related to the green economy were referenced in 2,568 additional reports in the biennium 2016–2017, including from academia, research institutions, international organizations, non-governmental organizations, Governments and businesses, bringing the cumulative total number of such references for the biennium to 4,664 (biennial target: 250). The significant increase in the number of references to the work of UNEP shows the high relevance of assessments and normative expertise of the organization in the global policy discourse.

*(b) Uptake of sustainable consumption and production and green economy instruments and management practices in sectoral policies and in business and financial operations across global supply chains is increased, in the context of sustainable development and poverty eradication*

363. The adoption of the 2030 Agenda focused greater attention on the role that the business and finance sectors play in promoting the adoption of sustainable consumption and production and green business practices. This is witnessed by the growing number of studies, led or supported by UNEP, exploring businesses opportunities through the adoption of sustainable consumption and production practices, aligning the financial system with sustainable development and the contribution of entrepreneurship to green growth and climate change. The adoption of sustainable production and consumption and green economy instruments and management practices in sectoral policies, business and financial operations has increased over the course of the biennium, with 90 additional stakeholders reporting improved management practices or sectoral strategies as a result of their engagement in UNEP activities, bringing the cumulative total number of countries, institutions and businesses that have improved management practices or sectoral strategies to 312 (biennial target: 217).

*(c) Enabling conditions for promoting more sustainable consumption choices and lifestyles are enhanced*

364. In the biennium 2016–2017, 110 (biennial target: 102) Governments, companies and organizations reported changes in their policies and strategies towards more sustainable consumption patterns and lifestyles. Sustainable public procurement strategies are being developed and implemented nationally to stimulate demand and supply of sustainable products. During the reporting period, UNEP acted as a catalyst for the initiation of a total of 59 projects by stakeholders (biennial target: 48) to promote more sustainable lifestyles.

### Subprogramme 7
### Environment under review

*(a) Global, regional and national policymaking is facilitated by environmental information made available on open platforms*

365. The sixth Global Environment Outlook Assessment report, including the first Global Gender and Environment Outlook project, were launched at the second United Nations Environment Assembly in 2016. The report was covered in 567 major media articles in 54 countries and in 11 languages around the world. The Ministerial Declaration adopted at the eighth Environment for Europe Ministerial Conference

cited the Global Environment Outlook assessment and recognized the value of the "UNEP Live" as a global knowledge-sharing platform. During the biennium 2016–2017: the number of multilateral environmental agreements registered with the United Nations increased by nine; the number of national, regional and global forums and institutions using data and environmental trends identified by UNEP also increased; 24 United Nations agencies and multilateral environmental agreements used data on environmental trends (biennial target; 150; 43 relevant global regional and national forums and institutions used data on environmental trends to influence policy (biennial target: 200; the level of accessibility and ease of use of environmental information through open platforms increased by 86 per cent (biennial target: 80 per cent); and the number of United Nations inter-agency initiatives and partnerships increased to 23 (biennial target: 10).

*(b) Global, regional and national assessment processes and policy planning are informed by emerging environmental issues*

366. The rapid assessment of sand and dust storms, an emerging issue in various parts of the world, has informed the development of General Assembly resolutions on this subject. Of the emerging issues highlighted in the new UNEP "Frontiers" series during the reporting period, zoonosis (infectious diseases transmittable from vertebrate animals to humans) and crop toxicity linked to climate change topped the list of citations in the media, and there was a huge surge in interest in the organization's early warning and emerging environmental issues, such as microbial resistance. During the biennium, 125 stakeholders acknowledged the uptake in assessment and policy development processes of scenarios and early warning on emerging environmental issues identified by UNEP (biennial target: 12).

*(c) The capacity of countries to generate, access, analyse, use and communicate environmental information and knowledge, including data related to gender aspects, is enhanced*

367. During the biennium, reporting on multilateral environmental agreements contributed directly to efforts to track progress towards the implementation of the Sustainable Development Goals. To facilitate and streamline reporting obligations, a portal is now available on the "UNEP Live" platform, showing the synergies between multilateral environmental agreements and Sustainable Development Goal indicators. Additional indicators were monitored to track accessibility and usefulness of the portal and the availability of gender-disaggregated data, including the development of indicator partnerships to support the assessment processes. By 2017, it was possible to obtain complete environmental information on all countries, in comparable formats, on the "UNEP Live" platform. During the biennium: 14 countries, with UNEP assistance, generated, analysed, managed and used environmental information in comparable formats and with a focus on gender-sensitive tools, and made that information and knowledge available to the public and policymakers (biennial target: 12); a total of 200 countries made available credible nationally generated data and access to country-specific environmental information in comparable formats on public platforms (biennial target: 200); and 38 major groups and stakeholders acknowledged involvement in the generation of, access to and use of environmental information available on public platforms (biennial target: 45).

## Section 15
## Human settlements

**Highlights of programme results**

The 2030 Agenda for Sustainable Development and the New Urban Agenda have provided distinct opportunities to link urbanization and UN-Habitat's work to the development agenda more widely, contributing to linked advocacy and outreach activities. Awareness on the importance of national urban policies for sustainable urban development has increased and is acknowledged as one of the key elements for implementing the New Urban Agenda. There has been notable increase in partners' recognition of UN-Habitat's role in leading the coordination of sustainable urban development solutions and mobilizing partnerships towards implementation. During the biennium, UN-Habitat advanced its work with central and territorial governments in strengthening decentralized governance and inclusive urban management by establishing mechanisms of institutional dialogue to support the empowerment of local and regional governments through a fair distribution of responsibilities and resources, while stressing the role of local government as a key actor of development. UN-Habitat led several processes linked to improved monitoring of the urban conditions and trends at the global, national and local levels. In addition, UN-Habitat was able to strengthen the global monitoring framework, including at the local level. The global framework, which is universal, can be used for monitoring and reporting on both the implementation of the Sustainable Development Goals and New Urban Agenda. The global framework, which is in line with the 2030 Agenda pledge to leave no one behind, empowers local and national governments to exercise evidence-based policymaking.

**Challenges and lessons learned**

The High-level Independent Panel to Assess and Enhance the Effectiveness of UN-Habitat identified a need to improve United Nations system-wide coordination and coherence on sustainable urbanization development activities. This is an opportunity to better position UN-Habitat as the key actor in the application of global agendas to regional circumstances, reaffirming its mandate on decentralized and inclusive governance. A number of innovative communication products launched during the biennium 2016–2017 increased public and media attention to the global agenda. In addition, the link between key events, including the holding of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in Quito in 2016 and the launch of the *World Cities Report 2016*, cannot be ignored and should be capitalized on in the future. Lessons learned during the biennium revealed that adequate lead time for planning is vital, as some opportunities were missed, that a more accurate monitoring system is required to gather comprehensive and disaggregated data, and that funds should be allocated for such a system. There is room for improvement with respect to partners participation in programme and project design at an early stage.

368. The above-cited results are based on the implementation of 89 per cent of 418 mandated, quantifiable outputs in the biennium 2016–2017, compared with 91 per cent in the previous biennium. The main factors affecting the implementation rate of mandated outputs were the non-availability of the anticipated level of funding from extrabudgetary sources and delays in receiving project funding from such sources (see para. 72 above).

369. The number of additional outputs implemented at the initiative of the Secretariat decreased from 12 in the biennium 2014–2015 to 2 in the biennium 2016–2017.

370. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 15)).

**Executive direction and management**

*(a) Enhanced policy coherence in the management of human settlements activities in the United Nations system*

371. During the biennium, UN-Habitat worked with 40 agencies, funds and programmes on policy coherence and coordination. The United Nations System Chief Executives Board for Coordination ensured a United Nations system-wide coordinated approach to ensure policy coherence and cooperation in the preparation of the New Urban Agenda, the outcome document of Habitat III and the implementation of the cities and human settlements dimensions of the 2030 Agenda. In addition UN-Habitat led the High-level Committee on Programmes working group, comprising representatives of 24 agencies, funds and programmes, in the drafting of a white paper entitled "Urbanization and sustainable development: a United Nations system input to a new urban agenda". The paper addresses the challenges facing today's urbanization patterns and the opportunities that urbanization offers.

*(b) Improved use of performance information from evaluations to influence management decision-making and performance improvement*

372. Results from an online survey conducted in December 2016 and December 2017 provides a mixed picture. About half of programme and project managers (biennial target: 70 per cent) indicated that evaluation information is helping them to improve project management, project delivery and the design of new projects. Demand for evaluations increased as the directive for evaluation of all projects over $1 million came into force during the biennium. By the end of 2017, 74 per cent of accepted evaluation recommendations were implemented within the planned time (biennial target: 90 per cent). With the increase in evaluations conducted, the number of recommendations also increased, which led to a relatively lower rate of implementation of such recommendations.

*(c) Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development*

373. The number of Habitat Agenda partners contributing to policy dialogues and project implementation increased to 1,439 (biennial target: 1,300). As implementing partners at local, national, regional and global levels, they also contributed to the delivery of the normative and operational programmes of UN-Habitat in the development, peace and humanitarian fields. The number of joint projects and programmes undertaken with Habitat Agenda partners and United Nations agencies on sustainable urban development increased to 79 by the end of 2017 (biennial target: 40). Partner interventions contributed towards making transformative changes in the lives of people.

*(d) Enhanced awareness of the public and the media on sustainable urban development*

374. With the convening of Habitat III, media results during the biennium far outstretched targeted expectations. The number of digital news articles specifically mentioning UN-Habitat reached 9,260 (biennial target: 3,000) and social media targets for the biennium were surpassed mainly because of the increased global awareness created by the Habitat III conference and the publication of the *World Cities Report 2016*. The number of Twitter and Facebook likes during the biennium increased to 137,631, up from 60,000 at the end of 2015 (biennial target: 80,000). A

renewed communications strategy and significant improvements to digital outputs (for example the *World Cities Report* application software) have contributed to mainstreaming some of the more complex work of UN-Habitat.

*(e) Enhanced transparency and ethical management*

375. UN-Habitat's focus on enhancing transparency and ethical management led to redesign of all existing reports to ensure that partners continue to get current information on the agency's work. This includes International Aid Transparency Initiative information published on the agency's open website (open.unhabitat.org). UN-Habitat also focused on enhanced reporting by implementing partners, including the approval of an improved implementing partner policy by Senior Management. In addition, UN-Habitat made progress in establishing a new policy on partnerships with implementing partners based on good practices from other United Nations agencies.

### Subprogramme 1
### Urban legislation, land and governance

*(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement urban legislation in the areas of urban extension, densification, urban planning and finance*

376. UN-Habitat continued to strengthen capacities of local and national governments as well as other Habitat Agenda partners in the implementation of urban legislation in the areas of urban extension, densification, urban planning and finance. During the biennium, the number of consultative legal reform processes undertaken to support partner governments rose from 23 at the end of 2015 to 30 by the December 2017 (biennial target: 30). Regulatory level reform was also considered, including: the launch of reforms in housing, land and property rights in Afghanistan; support for a review of the effectiveness of planning and development control law in Cameroon; and assistance to national and local governments and development partners with the identification and development of legal and institutional frameworks for spatial planning and development control in Haiti.

*(b) Increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, youth and indigenous people*

377. The capacity of local and national Governments and other Habitat Agenda partners was enhanced to implement programmes that improve security of tenure for all, especially for women and other vulnerable groups. By the end of the biennium, the number of partner local governments (city/municipality), partner national Governments and other Habitat Agenda partners had increased to 8, 8 and 16, respectively, by the end of the December 2017 (biennial target: 8, 8, 15). An independent assessment carried out to assess the performance of the UN-Habitat global programme to improve land and tenure security rated the work being done as "satisfactory, with a tendency to highly satisfactory". Equally, the 2016 evaluation of the cooperation agreement between UN-Habitat and Sweden carried out by the Swedish International Development Agency rated the work of the Land and Global Land Tool Network Unit of UN-Habitat as "highly satisfactory".

(c) *Increased capacity of partner local and national governments and other Habitat Agenda partners to develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety*

378. UN-Habitat advanced its work in strengthening decentralized governance and inclusive urban management during the biennium by establishing mechanisms of institutional dialogue to support the empowerment of local and regional governments through a fair distribution of responsibilities and resources. The number of partnerships with national Governments and partner local authorities had increased to 20 and 50, respectively, by December 2017 (biennial target: 20 and 50). The number of UN-Habitat Agenda partners that participated in the creation of structured platforms of dialogue between the different administrations and actors who influence the management of the city increased to 40 in December 2017 (biennial target: 40). The New Urban Agenda acknowledged urban governance, decentralized governance and inclusive management as the key drivers for its implementation and there is an increased recognition and global awareness of the role of local and regional governments as key development actors in the implementation of the 2030 Agenda.

### Subprogramme 2
### Urban planning and design

(a) *Improved national urban policies or spatial frameworks for compact, integrated and connected, socially inclusive cities adopted by partner metropolitan, regional and national authorities*

379. During the biennium, UN-Habitat and its partners supported the development or adoption of national urban policies or spatial frameworks to support compact, integrated and connected, socially inclusive cities. In addition, UN-Habitat initiated national urban policies or spatial frameworks in the following eight countries: Argentina, Cuba, Jordan, Lebanon, Liberia, Morocco, the Sudan and Tunisia, and in several other countries, including Angola, Cameroon, Egypt and Zambia, the process is ongoing. With the many events organized during Habitat III and the second International Conference on National Urban Policy (Paris, May 2017), UN-Habitat raised awareness about the importance of national urban policies for sustainable urban development. UN-Habitat is supporting many countries in their efforts to develop and implement such policies.

(b) *Improved policies, plans and designs for compact, integrated and connected, socially inclusive cities and neighbourhoods adopted by partner cities*

380. During the biennium, UN-Habitat made steady progress towards improving policies, plans and designs that are supporting the development of compact, integrated and connected cities and neighbourhoods. The number of partners that have adopted related policies, plans and designs increased from 30 in 2015 to 51 by the end of 2017 (biennial target: 50). The agency's Urban Planning and Design Lab launched its methodology for sustainable and integrated urban development and planning, which introduced a three-pronged approach, advancing urban planning, municipal financing and a legislative framework as vehicles for implementation. UN-Habitat also achieved notable progress in making new partnerships on public space.

(c) *Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities*

381. During the biennium, the number of partner city and national authorities that had adopted policies, plans or strategies that contribute to climate change mitigation

and adaptation increased to 22 and 10, respectively (biennial target: 20 and 9). As part of the urban low emission development strategies project, six new partner cities approved or mainstreamed such strategies in their statutory plans. At the national level, UN-Habitat supported the efforts of two countries to finalize their intended nationally determined contribution. The Cities and Climate Change Initiative expanded its footprint into the Latin America and the Caribbean region, with Canaan (Haiti), Belmopan (Belize), Montego Bay (Jamaica) and four cities in Colombia developing climate change plans or integrating climate change into their statutory plans.

### Subprogramme 3
### Urban economy

*(a) Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth*

382. By the end of 2017, a total of 15 partner cities/towns had set priorities based on the detailed local economic assessments (biennial target: 13), while 13 partner cities (biennial target: 8) had prepared local economic development plans/strategies based on the local economy assessments, which are at different stages of implementation. In Kalobeyei, Kenya, technical assistance was provided to carry out an economic assessment of the area with the aim of promoting inclusive economic growth and development. In the Philippines, local authorities in Butan and Zamboanga formulated inclusive local economic development plans for women, youth and men. In Somalia, technical support was provided in key economic sectors for investment that promotes employment generation and livelihoods, as well as the involvement of the private sector in service delivery. In Buraydah and Damman in Saudi Arabia, detailed city profiles were prepared, including recommendations to direct productive, inclusive, resilient and sustainable urban development.

*(b) Enhanced capacity of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable livelihoods, with a focus on urban youth and women*

383. During the biennium, within the framework of Habitat III, consultations with youth organizations through local, national, regional and international forums and events contributed to the adoption of the New Urban Agenda. In 2016, the Urban Thinkers Campus, held in Nairobi, the Habitat III Regional Meeting-Africa, held in Abuja, and the third session of the Preparatory Committee for Habitat III, held in Surabaya, Indonesia, as well as the consultations held with marginalized youth in the lead-up to Habitat III, were a major input into the "Youth DeclarACTION for Habitat III" adopted at the YoutHAB conference. The declaration seeks the commitment of local authorities to support youth within the framework of the New Urban Agenda and to strengthen partnership with them. Member States and the office of the Envoy of the Secretary-General on Youth developed a youth, peace and security agenda to ensure that the voice of youth is heard in conflict situations. For instance, in Rwanda, opportunities for youth employment and livelihoods improved with the expansion of the flagship "One Stop Youth Centre" model into new cities and its tailored introduction in 29 out of 30 districts.

*(c) Improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance*

384. Key achievements at the operational level were achieved during the biennium. In Afghanistan, technical and advisory support was provided in Kabul and to other cities through the Cities for All programme. Through the programme, samples of land prices were collected from each district, land value zones were determined based on

land price bands and land value zoning maps and tables were prepared for each district in Kabul. In Somalia, UN-Habitat continued to assist local government authorities in Somaliland and Puntland. Interventions included: improving revenue generation and management capacity; promoting policy development; aligning development and capacity activities with national financial regulations; and streamlining information management systems both horizontally and vertically. In Kenya, UN-Habitat continued to provide Kiambu county with capacity-building support to assess its strengths, weaknesses, opportunities and challenges in revenue generation and management, including recommending that the county government carry out administrative reforms to automate its accounting and billing systems, adopt a progressive tax regime, adopt a zoning method on land tax rate collection and establish an asset development company for the country administration.

### Subprogramme 4
### Urban basic services

*(a) Improved policies and guidelines on equitable access to sustainable urban basic services implemented by partner local, regional and national authorities*

385. The number of local authorities implementing legislative frameworks to increase access to sustainable urban basic services increased from 170 in 2015 to 191 in 2017 (biennial target: 175). This was a result of the endorsement by the Kiambu county government, with support from UN-Habitat and Ericsson telecommunications, of the use of intelligent transport solutions for urban mobility. During the planning of "Place making week" in Kampala, the Kampala Capital City Authority worked with UN-Habitat on how to improve the use of public spaces and non-motorized transport. As a result of water operators' partnerships established in Latin America with support from the UN-Habitat Global Water Operators Partnership Alliance, the number of regional authorities implementing such legislative frameworks increased from seven in 2015 to eight in 2017 (biennial target: 8). Direct support provided by the Alliance for the establishment of two water operators partnerships in Angola and Peru led to an increase in the number of national authorities implementing such programmes from 30 in 2015 to 33 in 2017 (biennial target: 32).

*(b) Enhanced enabling environment for promoting investments in urban basic services in partner countries with a focus on the urban poor*

386. The amount of investment in urban basic services catalysed by UN-Habitat programmes in partner countries increased from $53.5 million in 2015 to $60 million by the end of 2017 (biennial target: $65 million). Through the Urban Basic Services Trust Fund, UN-Habitat has been able to leverage funds in partnership with regional development banks, including the African Development Bank, the Asian Development Bank, the Inter-American Development Bank and European Investment Bank. Such partnerships ensured that the innovative approaches and solutions demonstrated through UN-Habitat water and sanitation activities are linked to large-scale investments. Collaboration between UN-Habitat and the regional development banks on key pre-investment capacity-development activities has also greatly improved project design and significantly reduced the project preparation process and the appraisal period for bank-supported infrastructure projects.

*(c) Increased coverage of sustainable urban basic services in targeted communities*

387. The number of people benefiting from improved access to water and sanitation increased from 1.6 million in 2015 to 1.93 million by the end of 2017 (biennial target: 2 million). The increase was mainly due to the activities of the Global Sanitation Fund programme in Malawi (Mzuzu City and Karonga town) and Nepal. In addition, the number of people in targeted communities with access to sustainable modes of

transport as a result of UN-Habitat interventions increased to 251,500 by the end of 2017 (biennial target: 250,000). In 2017, the UN-Habitat partnership with the Hyderabad Bicycle Club and the Hyderabad Metro Rail in piloting a bike-share system benefitted 10,000 residents. The expansion of the bike share programme at the University of Nairobi benefitted 36,000 students and staff. As a result of UN-Habitat training courses in modern energy access, green buildings and renewable energy technologies, the number of people in targeted communities with access to sustainable energy supply increased to 25,0000 during the biennium (biennial target: 10,000).

### Subprogramme 5
### Housing and slum upgrading

(a) *Improved housing policies, strategies or programmes in line with the Global Housing Strategy principles and the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living*

388. "Housing at the centre" describes a much-needed paradigm shift in urban planning, policy and action, in which housing must be seen as the cornerstone of sustainable urban development and socioeconomic inclusion in cities. This new approach was integrated into the New Urban Agenda adopted at Habitat III, in which 53 articles directly refer to the importance of housing policies and slum-upgrading initiatives to ensure that our cities are truly for all. During the biennium, the number of partner countries that implemented improved housing policies, strategies or programmes in line with the Global Housing Strategy principles increased from 32 in 2015 to 35(biennial target: 35). With the direct support of UN-Habitat, and drawing on the conceptual and operational principles of "Global housing" and 'Housing at the centre", four Governments carried out housing assessments (Afghanistan, Angola, Guyana, and Sri Lanka), two produced a housing policy framework (Afghanistan and Lesotho), two updated their existing policies (Sri Lanka and Zambia), one produced a full implementation strategy (Lesotho) and one published a national housing profile (Afghanistan).

(b) *Improved slum upgrading and prevention policies, strategies or programmes*

389. UN-Habitat, through its participatory slum upgrading programme, continued to provide support to 48 countries (biennial target: 48), involving 160 cities, in the implementation of improved slum upgrading and prevention policies, strategies and programmes. A total of 36 partner countries (biennial target: 36) are formulating improved slum upgrading and prevention strategies to support the upgrading and improvement of living conditions in slums. For example, in Burundi, the participatory action planning and pilot project formulation process encouraged stakeholders to discuss the necessary changes required at the policy, institutional, legal and regulatory framework level to address slum upgrading and the proliferation of slums. As a result of the analysis, the Government of Burundi has initiated an urban habitat promotion fund.

(c) *Enhanced capacity of slum communities to advocate on their own behalf and partner with national and local authorities implementing policies or programmes on access to adequate housing and improved standard of living in slums*

390. In most partner countries in the Participatory Slum Upgrading Programme, at least one community representative took part in the meetings of the steering committee at the national level. Communities from over 20 countries (biennial target: 2) have representatives in the Upgrading Programme country teams. Eight countries were directly involved in the physical implementation of the phase three pilot and community projects launched under the Upgrading Programme. Communities from

five countries have obtained legal status and are now recognized officially by local authorities. The number of communities in partner countries that are empowered to lead and implement participatory slum upgrading and prevention initiatives increased to 36 by the end of 2017, up from 26 in 2015 (biennial target: 36). Community organizations have provided additional resources and in-kind contributions. For instance, in the Democratic Republic of Congo, the implementation of a public toilet project improved the sanitation situation for the community and for local commerce. In Ghana, within the Ga Mashie community, a fund was established to assist with the development and upgrading of community facilities.

### Subprogramme 6
### Risk reduction and rehabilitation

*(a) Improved urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements*

391. During the biennium, progress was made towards the improvement of urban risk reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements. The number of partner local and regional governments and national Governments that had included urban risk reduction and management in their plans increased from 100 and 7, respectively, in 2015, to 135 and 14, respectively, by the end of 2017, meeting the biennial targets. This achievement is attributed to the influence of UN-Habitat's global coordination roles, including in: the "Making cities resilient" Campaign; the Medellin Collaboration for Urban Resilience; the joint work programme of the Cities Alliance; the Global Alliance for Urban Crises; and ongoing advocacy, particularly under the City Resilience Profiling Programme. The UN-Habitat flagship publication, *Trends in Urban Resilience 2017*, which includes city case studies, contributed to the awareness of resilience and the need to act. This publication and other advocacy actions serve as an entry-point for many Governments. During the biennium, 13 cities participating in the City Resilience Profiling Programme implemented risk reduction and resilience-building policies, strategies and programmes through the City Resilience profiling tool or other guidance material.

*(b) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements*

392. During the biennium, UN-Habitat continued to increase the focus of the international humanitarian community on urban emergencies, including the development of new approaches to recovery and response. UN-Habitat also supported settlements recovery in Afghanistan, the Democratic Republic of the Congo, Haiti, Iraq, Nepal, Somalia, South Sudan and the Syrian Arab Republic. Moreover, UN-Habitat led and/or supported post-disaster needs assessments in Ecuador, Haiti and Sri Lanka, providing crucial insights on urban issues and community-led, holistic approaches to recovery. City profiles were developed, detailing the functionality and damage levels of each city in crisis. These profiles improve the ability of Governments, donors and other stakeholders to understand complex patterns of activity within each city and provide a basis for more strategic planning of interventions in urban environments. Specifically, the latest profile of Mosul, in Iraq, was considered by experts throughout the international community to be an extremely valuable analysis that could play an important role in future interventions in Mosul and could well become an internationally recognized model for future assessments and interventions.

### *(c) Improved shelter and related infrastructure rehabilitation programmes in crisis responses contributing to sustainable and resilient cities and other human settlements*

393. A growing proportion of shelter rehabilitation programmes delivered by UN-Habitat are designed to achieve disaster resilient housing. The percentage of shelter rehabilitation programmes that are contributing to disaster-resilient permanent housing increased from 45 per cent in 2015 to 60 per cent by the end of 2017 (biennial target: 50 per cent). UN-Habitat, through its membership in the Shelter Cluster of the Global Strategic Advisory Group, has influence whenever the cluster or cluster-like mechanism is activated to respond to an emergency. UN-Habitat's sustainable approaches are spread throughout the cluster and large numbers of implementing agencies follow these approaches. During the reporting period, UN-Habitat supported sustainable shelter and planning solutions in Bangladesh, norther Kenya, Iraq and Lebanon, treating internally displaced people and refugees with dignity and providing quality support solutions. In northern Kenya, the refugee settlement of Kalobeyei is being piloted as a new approach to "camps" (in collaboration with UNHCR), introducing urban planning and durable shelter solutions.

## Subprogramme 7
## Research and capacity development

### *(a) Improved monitoring of urban conditions and trends*

394. During the biennium, UN-Habitat led several processes linked to improved monitoring of urban conditions and trends at the global, national and local levels. UN-Habitat has also developed new and relevant guides, materials and tools that match the needs for global urban monitoring of the Sustainable Development Goals. By end of 2017, 52 national statistical offices had reported on at least 1 of the 8 Sustainable Development Goals-related human settlement indicators (biennial target: 35). The increased and urgent demands for global reporting on the urban indicators related to Sustainable Development Goal 11 at the city level, which came into effect in early 2016, provided an impetus to further expand and strengthen the existing urban observatories and to create new ones. There were 326 active urban observatories by the end of 2017 (biennial target: 325), many of which were already monitoring Goal 11 indicators using the tools provided by the UN-Habitat City Prosperity Initiative. As a result of the efforts of UN-Habitat, partner countries and cities now have baseline data and targets, and can set up local and national monitoring mechanisms. Training modules and metadata for Goal 11 indicators were developed and were extended to ministry officials, city level decision-makers, urban experts and practitioners in urban data management, which further strengthened the abilities of the local urban observatories to monitor and report on urban conditions locally.

### *(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels*

395. By the end of the biennium, a total of 375 local governments (biennial target: 350) and 25 national governments (biennial target: 30) had used UN-Habitat flagship publications and best practice databases in policy formulation. The UN-Habitat's City Prosperity Initiative is a global initiative that enables city authorities, as well as local and national stakeholders, to identify opportunities and potential areas of intervention for their cities to become more prosperous. For instance, in Ethiopia, the initiative was used to integrate performance monitoring with specific national issues, such as hunger in cities, governance and resilience. In Colombia, the Government employed a distinct version of the initiative for metropolitan Bogota in which, the information collected using the tool was disaggregated at the district level. In central China, the

Wuhan Land Use and Spatial Planning Research Centre is working with UN-Habitat to implement the initiative in the city, with a strong disaggregation component at the district level, in order to identify the most critical and transformative urban planning actions that could be used to improve prosperity values in the city.

*(c) Improved capacity of national and local authorities and partners to formulate evidence-based policies or programmes*

396. By the end of 2017, 181 mayors, senior executives, officials and practitioners from local and national Governments and non-governmental organizations (biennial target: 20) had enhanced their capacities in monitoring urban indicators and evidence-based policy formulation, with support of the City Prosperity Initiative, as well as promising practices in the implementation of the New Urban Agenda and the monitoring of Sustainable Development Goal 11. For instance, two cities Kabul and Can Tho in Viet Nam, decided to use the initiative as the key tool for sustainable urban monitoring, including the possibility of reporting on Goal 11. Five cities in Latin America were in the process of setting up a review and indicator identification for building a system for monitoring the localization and implementation of the Sustainable Development Goals in their cities.

## Section 16
## International drug control, crime and terrorism prevention and criminal justice

**Highlights of programme results**

The United Nations Office on Drugs and Crime (UNODC) continued to enhance knowledge to formulate strategic responses and strengthen normative frameworks on drugs and crime through technical assistance, training and advisory services throughout the biennium. Technical cooperation programmes were guided by the Sustainable Development Goals, the Doha Declaration on Integrating Crime Prevention and Criminal Justice into the Wider United Nations Agenda to Address Social and Economic Challenges and to Promote the Rule of Law at the National and International Levels, and Public Participation and the outcome document of the thirtieth special session of the General Assembly on the world drug problem, held in 2016.

The historic agreement with Colombia to promote and support peace consolidation through the implementation and monitoring of illicit crops reduction public policy and territorial development strategy was a highlight of the biennium. In addition, new ratifications of the international counter-terrorism conventions and protocols were achieved, as well as near universal ratification of the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Corruption, including advancement towards a successful conclusion of the first cycle of the Implementation Review Mechanism and progress on the second. The International Narcotics Control Boards and the Commission on Crime Prevention and Criminal Justice and the Commission on Narcotic Drugs received continued support, including the preparations and follow-up to the thirtieth special session of the General Assembly on the world drug problem. Two annual editions of the *World Drug Report*, the first *World Wildlife Crime Report* and the biennial *Global Report on Trafficking in Persons* were published during the biennium. By offering significant evaluation coverage of UNODC projects and programmes, the evaluation function supplied independent information that is key to ensuring accountability of the resources provided by Member States.

**Challenges and lessons learned**

Security and political instability continued to represent one of the major challenges to the sustainable delivery of technical assistance in a number of countries and regions. To mitigate this situation, UNODC found alternative venues or modalities to deliver technical assistance. Although a professional peer review of the evaluation function reflected impressive progress since 2010, recommendations show that further investments are crucial to strengthen accountability within UNODC, as well as to ensure the sustainability of results achieved.

397. The above-cited results are based on the implementation of 91 per cent of 1,489 mandated, quantifiable outputs during the biennium 2016–2017, compared with 95 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat increased from 29 in 2014–2015 to 36 in 2016–2017.

398. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 16)).

### Executive direction and management

*(a) Programme of work is effectively managed*

399. During the biennium 2016–2017, the Office of the Director General/Executive Director implemented 94 per cent of its mandated quantifiable outputs (biennial target: 100 per cent) on or before established deadlines. In addition, 93 per cent of the decisions of the Executive Committee (biennial target: 98 per cent) were completed for the biennium. The Office also ensured policy and interdivisional coordination in relation to, among other events, the fifty-ninth and sixtieth sessions of the Commission on Narcotics Drugs, the thirtieth special session of the General Assembly on the world drug problem the twenty-fifth and twenty-sixth sessions of the Commission on Crime Prevention and Criminal Justice; the eighth session of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime; the seventh session of the Conference of the States Parties to the United Nations Convention against Corruption and the effective integration of the 2030 Agenda into the work of UNODC.

400. The Office of the Director General/Executive Director continued to serve as the institutional focal point for Enterprise Risk Management and coordinated the development of a risk monitoring tool for the implementation of full cost recovery. In addition, the Office supported the work of the United Nations Office at Vienna/UNODC in monitoring and implementing the recommendations of United Nations oversight/evaluation bodies.

*(b) Improved geographical representation and gender balance of staff*

401. UNODC achieved a 13 per cent improvement with regard to geographical balance (biennial target: 20 per cent). The representation of women among its staff was below the biennial target of 45 per cent, although the percentage of women increased over the biennium.

*(c) Timely recruitment and placement of staff*

402. The average number of days that a professional post remains vacant is below target. Increased efforts are being made to accelerate the recruitment process (biennial target: 120 days).

### *(d) Enhanced policy coherence in the management of counter drugs, crime and terrorism activities of the United Nations*

403. The implementation of the 2030 Agenda, including Goal 17, which specifically addresses the need for partnerships, presented a fundamental shift in approach requiring an unprecedented level of inter-agency cooperation. With this in mind, the Office has worked on greater engagement with other organizations with which it has agreements in place, as well as on securing agreements with others. During the reporting period, the Office strengthened its capacity to respond to emerging crisis situations in coordination with partner organizations. For instance, UNODC continues working with UN-Habitat to enhance inter-agency coordination in the area of urban crime and good governance in the realization of the New Urban Agenda. The Office will continue to enhance the close cooperation with other organizations to strengthen joint work in the areas of the 2030 Agenda 2030, specifically in the areas of rule of law, crime prevention and health. During the reporting period, the Office concluded 10 memorandums of understanding with different entities in important areas of work related to its mandates (biennial target: 10).

### *(e) Institutionalized culture of evaluation*

404. The evaluation function continued to conduct evaluations and present evaluation results to the Executive Director and Member States and to contribute to the UNODC frame of accountability and learning. By offering significant evaluation coverage of the Office's projects and programmes, the evaluation function provided independent information that is key for accountability regarding the resources entrusted to it by Member States. Furthermore, organizational learning to make UNODC more efficient and effective was triggered by evaluation processes and results. In addition, evaluation processes generated opportunities for knowledge-sharing and opportunities for dialogue among management and key stakeholders. During the biennium, 15 interactions (biennial target: 15) were undertaken by the evaluation function with the Executive Director, senior management and Member States, as well as with internal and external stakeholders. The evaluation function also conducted a high-profile meta-analysis of all evaluation reports from January 2015 to December 2016, with a focus on human rights and gender equality. The result is to serve as a reference for a continuous discussion with internal and external stakeholders and oversight bodies, with the aim of further enhancing transparency and accountability.

### *(f) High-quality standards and evidence-based independent in-depth evaluations*

405. Facing human and financial constraints during the biennium, the evaluation function chose to invest in the development and updating of several evaluation tools to increase the efficiency in managing evaluations, surpassing the biennial target (biennial target: 2). The Evaluation Handbook was fully revised, adapting to international developments relating to the Sustainable Development Goals, the United Nations Evaluation Group and national evaluation capacity-building, ensuring gender-responsive evaluations. The evaluation function further revised its guidelines and templates and developed tools to support the work of project managers in planning for evaluations, including the "evaluation matrix", to facilitate budgeting for evaluation, since the current evaluation application module will no longer be used because of the implementation of Umoja. The evaluation function also invested in and spearheaded the development of a Secretariat-wide web-based evaluation application, "Unite evaluation", which may be of use in future evaluation functions at the United Nations. Based upon the results of a strengths, weaknesses, opportunities and threats analysis, the evaluation function also revised its communication tools for a more efficient dissemination of evaluation results, products and services.

*(g) Improved accountability and learning, delivery and policy formulation through evaluation results*

406. Five strategic evaluations were completed during the biennium (biennial target: 8). In 2016, five strategic evaluations were planned but two were postponed by the respective project managers. Three evaluations were completed, including the cluster evaluation of the Global Synthetics Monitoring: Analyses, Reporting and Trends Programme and the global scientific and forensic support programme; the final evaluation of the project on the prevention of transmission of HIV among drug users in the countries members of the South Asian Association for Regional Cooperation; and the final evaluation of the programme entitled "Looking Beyond: Towards a stronger partnership with civil society organizations on drugs and crime". In 2017, apart from two ongoing evaluations, the midterm evaluation of the Global Programme against Trafficking in Persons, the Global Programme against the Smuggling of Migrants and the Global Programme against Money Laundering, Proceeds of Crime and the Financing of Terrorism were completed. The evaluation function further engaged an external company for a quality control of all evaluations, including a full assessment of human rights and gender equality performance indicators. It provided an independent and transparent rating on the quality, potential for performance improvements and best practices in implementing evaluation recommendations.

### Subprogramme 1
### Countering illicit drug trafficking and transnational organized crime

*(a) Increased technical assistance implemented, at the request of Member States, aimed at promoting the ratification of the international drug control conventions and the United Nations Convention against Transnational Organized Crime and the Protocols thereto and at supporting Member States in the preparation of the United Nations General Assembly special session on the world drug problem and supporting Member States in the implementation of decisions emanating from the special session*

407. In the 2016–2017 biennium, the Member States listed below became parties to the following instruments: United Nations Convention against Transnational Organized Crime: three States (the Democratic People's Republic of Korea, Fiji and Japan) (biennial target: 3); Protocol to Prevent, Suppress and Punish Trafficking in Persons: three States (Fiji, Japan and Maldives) (biennial target: 3); Protocol against the Smuggling of Migrants by Land, Sea and Air: four States (Afghanistan, Côte d'Ivoire, Fiji and Japan) (biennial target: 3); and Protocol against the Illicit Manufacturing of and Trafficking in Firearms, their Parts and Components and Ammunition: one State (Fiji) (biennial target: 6). UNODC also provided pre-ratification advice to Afghanistan, Côte d'Ivoire the Democratic People's Republic of Korea, Fiji, Japan and Maldives. Moreover, the Office provided pre-ratification advice and technical assistance to harmonize legislation to requesting countries. There were no new ratifications to the international drug control conventions (biennial target: 3).

*(b) Increased regional and international cooperation in combating transnational organized crime, illicit trafficking and illicit drug trafficking with the assistance of UNODC in accordance with its mandate*

408. During the biennium, UNODC initiated meetings and promoted dialogue between State agencies and provided direct technical assistance to support operational coordination both between national agencies and with their regional counterparts. The outcomes reflect the establishment of new links for cooperation and the strengthening of existing platforms and networks. The Office supported five regional initiatives

(biennial target: 5) to combat transnational organized crime and illicit trafficking through cooperation agreements and it worked to maintain and strengthen 58 mechanisms (biennial target: 58) to promote cooperation and facilitate exchange between criminal justice agencies. During the biennium, 10 coordination meetings (biennial target: 10), both in person and by teleconference, were organized with the members of the Inter-Agency Coordination Group against Trafficking in Persons. The Group issued two additional policy papers during the biennium (biennial target: 6).

*(c) Increased capacity of requesting Member States, with the assistance of UNODC, for effective action against transnational organized crime, including in the areas of illicit drug trafficking, money-laundering, trafficking in persons, trafficking in human organs and smuggling of migrants, illicit trafficking of firearms and emerging drug and specific crime issues*

409. During the biennium, assistance was provided to over 100 States for institutional strengthening and capacity-building in the areas of illicit trafficking, transnational organized crime, illicit firearms trafficking and firearms control, and illicit drug trafficking (biennial target: 50). Several States drew on the assistance of UNODC to adopt, adapt or review domestic legislation to implement the provisions of the legal instruments relating to drugs and crime, in particular, 10 States requested assistance with regard to the United Nations Convention against Transnational Organized Crime and its Protocols (biennial target: 10), and 10 States requested assistance in relation to various types of serious crimes, including anti-money-laundering and countering the financing of terrorism (biennial target: 10). In addition, the Office developed eight tools and good practices to prevent and combat transnational organized crime and to strengthen international cooperation (biennial target: 8).

### Subprogramme 2
### Prevention, treatment and reintegration, and alternative development

*(a) Increased application, with the support of UNODC and upon request of Member States, of measures to reduce the vulnerability to drug use and HIV/AIDS of people in the community, especially preventing mother-to-child transmission*

410. As of 31 December 2017, UNODC had provided evidence-based services related to drug use in the community in 135 countries (biennial target: 136). Such assistance was provided to implement evidence-based drug use prevention interventions in 26 countries (biennial target: 26); interventions on drug dependence treatment, rehabilitation and social reintegration in 45 countries (biennial target: 46); and/or the development, adoption and implementation of strategies and programmes on HIV/AIDS as related to drug users, including injecting drug users, in line with relevant international treaties and based on scientific evidence in 64 countries (biennial target: 64).

*(b) Increased capacity of requesting Member States, with the assistance of UNODC, to reduce the vulnerability to drug use and HIV/AIDS of people in the criminal justice system*

411. During the biennium, the Office on Drugs and Crime increased the capacity of requesting Member States to reduce the vulnerability to drug use and HIV/AIDS of people in the criminal justice system in 65 countries. Such assistance was provided for 14 countries (biennial target: 11) for establishing and/or scaling up policies and programmes in relation to drug dependence in the criminal justice system, and for 51 countries (biennial target: 51) for developing, adopting and implementing HIV/AIDS prevention, treatment, care and support policies and programmes in the criminal justice system, in line with relevant international treaties and based on scientific

evidence on HIV prevention, treatment and care in prisons and other closed settings. The biennial targets were met or surpassed.

*(c) Increased capacity of requesting Member States, with the assistance of UNODC, to help individuals, especially mothers and children who might be or have been trafficked, to be less vulnerable to drug use and HIV/AIDS*

412. During the reporting period, UNODC provided assistance to increase the capacity of 22 requesting Member States to help individuals, especially mothers and children, who might be, or have been, trafficked, to overcome drug use and to treat HIV/AIDS (biennial target: 22).

*(d) Increased capacity of requesting Member States, with the assistance of UNODC, to design, implement, monitor and evaluate sustainable crop control strategies through alternative development, including preventive alternative development, where appropriate*

413. The guidance provided by UNODC to Member States in the implementation of alternative development measures has benefited them in a variety of ways. Not only has it helped them in their efforts to implement the outcome document of the thirtieth special session of the General Assembly on the world drug problem, it has also played an important role at the field level. In Myanmar, for example, the long-term coffee crop cultivation has reached a point of first harvest and the project is now engaged in the setting-up of a farmers' cooperative. In general, projects in the field are focusing on long-term perennial crops as opposed to annual crops, and environmentally friendly field activities are beginning to be introduced. Technical assistance was provided to seven countries (biennial target: 10)

*(e) Improved capacity, with the assistance of UNODC and upon request of Member States, to implement the wildlife and forest crime analytic toolkit of the International Consortium on Combating Wildlife Crime*

414. During the reporting period, UNODC provided assistance to eight countries (biennial target: 6 countries) in the implementation of the wildlife and forest crime analytic toolkit. The Office conducted analysis missions in Bosnia and Herzegovina, Madagascar, Mozambique and the United Republic of Tanzania. Final assessments reports on the toolkit were presented to national stakeholders in Mexico, Mozambique and the United Republic of Tanzania, including evidence-based recommendations and national action plans. The Office also provided technical assistance for follow-up and the implementation of action plans for Gabon, Peru and Viet Nam to support their efforts to improve their law enforcement and criminal justice response to wildlife and forest crime.

*(f) Improved capacity to provide, with the assistance of UNODC and upon request of Member States, sustainable livelihoods (basic social assistance) to populations vulnerable to drug dependence and crime as a result of social and economic marginalization*

415. The work of the subprogramme to address the provision of basic social assistance to vulnerable populations ceased during the biennium because of lack of funding (biennial target: 5).

## Subprogramme 3
## Countering corruption

*(a) Technical assistance provided by UNODC, upon request of Member States, to support ratifications of or accessions to the United Nations Convention against Corruption*

416. Following ongoing assistance by UNODC, the United Nations Convention against Corruption was ratified, accepted or acceded to by the following five States (biennial target: 6): the Holy See, 19 September 2016; Bhutan, 21 September 2016; Belize, 13 December 2016; Japan, 11 July 2017; and Niue, 3 October 2017. The total number of States parties to the Convention now stands at 183.

*(b) Enhanced support of UNODC to the Conference of the States Parties to the United Nations Convention against Corruption and its subsidiary bodies to facilitate decision-making and policy direction*

417. Technical and substantive servicing was provided for the sessions of the Implementation Review Group of the United Nations Convention against Corruption, the open-ended intergovernmental expert meeting to enhance international cooperation under the United Nations Convention against Corruption, the Intergovernmental Working Group on the Prevention of Corruption and the Intergovernmental Working Group on Asset Recovery. The Conference of the States Parties to the United Nations Convention against Corruption held its seventh session in Vienna in November 2017. The Conference was attended by approximately 1,800 participants from 158 States parties and representatives of a number of intergovernmental and non-governmental organizations. Eighty-five per cent (biennial target: 85 per cent) of participants to the Conference of States Parties and its subsidiary bodies expressed full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat.

418. The first cycle of work of the Mechanism for the Review of Implementation of the United Nations Convention against Corruption has almost been completed. During the biennium, 162 executive summaries were finalized, with 137 country review reports completed (biennial target: 180). Delays in the review process were linked to the intergovernmental nature of the Review Mechanism. The duration of each review depends on the capacity of the State party under review and the reviewing State parties, as well as the resource capacity of the Office on Drugs and Crime to support States parties during the review process. In the second cycle of the Review Mechanism, several preparatory training events took place for review focal points and governmental experts. Four executive summaries and two country review reports were completed.

*(c) Improved capacity of Member States, supported by UNODC at their request, to prevent and fight corruption in line with the United Nations Convention against Corruption and to address economic fraud and identity-related crime*

419. During the biennium, UNODC provided extensive legislative and policy advice as well as targeted capacity-building training to prevent and combat corruption for various specialized institutions. Legislative advice (to over 35 laws/codes of conduct) was provided to 28 countries to ensure compliance to the Convention against Corruption (biennial target: 30). In addition to legislative support, 33 countries received assistance in developing national anti-corruption policies/strategies and/or action plans/priority assessments (biennial target: 20). In this regard, 14 countries received support on national strategies/policies and an additional 19 countries received support for the development of action plans. The Office organized or supported over 140 training courses and workshops at national, regional and global

levels to build the capacity of specialized institutions to successfully prevent, detect, investigate and prosecute corruption, manage and recover assets and engage in activities promoting international cooperation.

### Subprogramme 4
### Terrorism prevention

*(a) Enhanced technical assistance provided by UNODC, upon request of Member States, to contribute to the ratification of the international legal instruments to prevent and combat terrorism*

420. During the biennium, UNODC was proactive in promoting the ratification of 19 international instruments related to terrorism that resulted in the increase of a cumulative number of ratifications by assisted Member States to 695 (biennial target: 670). The Office also provided assistance to Member States in harmonizing their national legislation with international legal standards. Legislative advisory services in reviewing and drafting of national counter-terrorism laws were provided to several Member States, as well as the Pacific Islands Forum Secretariat, resulting in 24 pieces of legislation revised or adopted by assisted Member (biennial target: 20). The Office continued to support the efforts of Member States to effectively address emerging terrorist challenges, including foreign terrorist fighters, including returning fighters, the use of the Internet for terrorist recruitment and incitement, countering the financing of terrorism, preventing radicalization in prisons and the recruitment and exploitation of children by violent extremist and terrorist groups.

*(b) Improved capacity of Member States to prevent terrorism in accordance with the rule of law*

421. During the biennium, UNODC continued to provide technical assistance to Member States to strengthen the capacity of their criminal justice systems to prevent and counter terrorism. In this respect, 250 workshops were carried out, through which 91 countries (biennial target: 90), were provided with assistance, and 6,394 criminal justice officials (biennial target: 4,000) were trained. The Office also intensified its efforts to enhance international cooperation in terrorism related matters among the Member States, and trained 898 officers on this subject matter (biennial target: 350). In addition, the Office contributed to strengthening 13 national strategies and one regional strategies (biennial target: 10) to prevent and counter terrorism, and developed several new technical assistance programmes for States, including States in the Middle East and North Africa, the Gulf, South and South-East Asia, West Africa and sub-Saharan Africa. Heightened importance was assigned to technical assistance delivery to build synergies with other entities of the United Nations system, including the new Office of Counter-Terrorism.

### Subprogramme 5
### Justice

*(a) Increased assistance provided by UNODC in support of the development and updating of international standards and norms in crime prevention and criminal justice*

422. During the biennium, no standards and norms relevant to crime prevention and criminal justice were developed or updated as UNODC did not receive a request from Member States or intergovernmental bodies to support the development of new standards and norms in crime prevention and criminal justice and/or the updating and review of existing ones. The Justice Section of the Office supported the efforts of a number of countries to update their crime prevention and criminal justice policies and

laws to incorporate the applicable relevant existing standards and norms, as well as the adoption of some resolutions pertaining to crime prevention and criminal justice.

*(b) Crime prevention and criminal justice system reform initiatives within the UNODC mandate are developed and implemented in accordance with international standards and norms in crime prevention and criminal justice*

423. During the reporting period, the UNODC strengthened the capacity of over 50 States (biennial target: 5) to improve their criminal justice systems in line with the United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments. In particular, UNODC assisted Member States to develop and implement crime prevention and criminal justice policies, strategies and measures based on its assessments, advice and programme support and using its tools and training methodology.

### Subprogramme 6
### Research, trend analysis and forensics

*(a) Enhanced access to increased knowledge to formulate strategic responses to address existing and emerging drugs and crime issues*

424. During the biennium, UNODC published two editions of the annual *World Drug Report* with the latest information about the supply and demand for opiates, cocaine, cannabis, amphetamine-type stimulants and new psychoactive substances, as well as their impact on health. The 2016 report also discussed the interaction between the world drug problem and all aspects of sustainable development. The 2017 report included a thematic booklet on the drug problem and organized crime. Moreover, in the field of crime and criminal justice, the Office published two reports on global trends: the *World Wildlife Crime Report*, which presented the global dimensions of wildlife and forest crime, and the *Global Report on Trafficking in Persons*, which was a study of the flows, trends and patterns of human trafficking around the world. The research reports were well received and the number of references to the work generated by the Office in research publications increased to 5,508 (biennial target: 2,500). Responding to an online questionnaire, 70 per cent of the readers of the global research reports found the information useful (biennial target: 70 per cent).

*(b) Increased capacity to produce and analyse statistical data on trends including those in emerging drug and specific crime issues*

425. During the biennium, UNODC focused on technical assistance, expert group meetings and training courses in the area of crime statistics and victimization surveys, in view of the recently adopted International Classification of Crime for Statistical Purposes framework, as well as the global indicators required to report on a number of targets under the Sustainable Development Goals. The total number of countries receiving technical assistance on drugs and crime statistics during the biennium was 105 (biennial target: 30). In May 2016, a global meeting of focal points to the United Nations Survey of Crime Trends and Operations of Criminal Justice Systems was attended by 42 countries from all regions of the world. National workshops on crime statistics, victimization surveys, the implementation of the International Classification of Crime for Statistical Purposes and the monitoring of the Sustainable Development Goals were held in Panama and the United Arab Emirates in 2016 and in Costa Rica, Guatemala, Jamaica, Kenya, Kyrgyzstan, Myanmar and Uganda in 2017.

(c) *Improved scientific and forensic capacity to meet appropriate professional standards, including increased use of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations, policy and decision-making*

426. During the biennium, efforts have continued to ensure that laboratory services and scientific expertise are integrated into national drug control and crime prevention governance frameworks to ensure value, cost-effectiveness, sustainability and the greatest impact of laboratory and scientific work. In the context of the operational recommendations of the outcome document of the thirtieth special session of the General Assembly on the world drug problem, the programme implemented activities of significance to the global forensic science community for dealing with the issue of new psychoactive substances.

427. Drug-testing laboratories worldwide continued to participate in the Office's International Collaborative Exercises programme, which assists laboratories to continuously monitor their performance on a global scale. During the biennium, 135 laboratories took part in the last consecutive four rounds of the programme (biennial target: 125). The continuous participation of laboratories worldwide in the International Collaborative Exercises programme reflects the importance of its work. and of laboratory quality assurance.

### Subprogramme 7
### Policy support

(a) *Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice*

428. The average monthly number of unique visitors to the UNODC website rose substantially, from 260,000 in 2015 to 500,000 (biennial target: 270,000) by the end of the biennium. This can partly be explained by the extensive social media outreach efforts and the growing number of followers who received direct links to website content. The number of social media followers continue to climb, for example the number of Facebook followers reached 180,000 (biennial target: 150,000) and Twitter followers reached 94,000 (biennial target: 80,000). Social media is considered to be a key communication tools through which the Office reaches global audiences. A new, more accurate, method to better reflect number of publications downloaded monthly shows 70,500 publications were downloaded per month (biennial target: 15,000). In the biennium 2016–2017, the Office rolled out the new global campaign "Listen First" aimed at parents, teachers and policymakers with respect to drug use prevention among youth. The Office also conceptualized and developed a multi-year campaign for International Anti-Corruption Day, with the slogan "United against Corruption". The social media messages prepared for the day in 2017 were shared widely through United Nations-wide collaboration, particularly through joint work with UNDP and generated 165 million impressions worldwide, which was the Office's largest online reach to date.

(b) *Advance the capacity of Member States to implement relevant international conventions and standards and norms under the UNODC mandate, including through partnerships with relevant civil society entities*

429. The Division for Management was responsible for donor relations as well as for the workflow related to pledges and contributions. Overall income for the biennium was $601 million (biennial target: $570 million). Resource mobilization missions were undertaken to several member States of the European Union, the institutions of the European Union and to Canada, Japan and the United States of America. New

partnerships beyond the traditional bilateral and multilateral donors were pursued, with successful examples in India, where a cooperation agreement with the private sector promoted standards on integrity, trust-building and coordinated actions among the public and private sector entities to reinforce the implementation of the national law on transnational bribery. The United Nations Voluntary Trust Fund for Victims of Trafficking in Persons, Especially Women and Children has been able to collect small contributions from individuals including more than $60,000 received and partnered with a crowdfunding platform to launch the first annual Giving Day to End Human Trafficking, held on 30 July 2017, the World Day against Trafficking in Persons.

### Subprogramme 8
### Technical cooperation and field support

(a) *Integrated programmes designed with the participation of recipient countries and implemented in close consultation with regional entities and partner countries, as appropriate*

430. During the biennium, UNODC launched three new integrated regional programmes on drugs and crime for the Arab States and States in Eastern Africa and West Africa. In West and Central Asia, the second phase of the regional programme for Afghanistan and neighbouring countries commenced implementation during the biennium. In 2016, a new comprehensive country programme for Indonesia was developed to support the efforts of the Government to strengthen its capacity to deal with national drug and crime challenges. All new programmes followed an integrated approach to implementing relevant Sustainable Development Goals and other frameworks across the Office's mandate areas. In 2017, design commenced for a new regional programme for South Asia, which is to be launched in 2018. In total, 18 programmes were implemented (biennial target: 18). During the biennium, 85 per cent of Member States indicated satisfaction with the services provided by UNODC (biennial target: 85 per cent).

(b) *Enhanced transparency, effectiveness, accountability and good governance of UNODC field offices*

431. The findings of independent project evaluations undertaken in 2016 and 2017 confirm the responsiveness of projects to country and regional priorities and positive impacts at individual, institutional and policy levels. No field received any qualified or adverse audit opinion during the biennium (biennial target: 0), and 30 per cent of fully accepted evaluation recommendations were implemented in the field offices (biennial target: 30 per cent).

### Subprogramme 9
### Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board

(a) *Increased support of UNODC contributing to the decision-making and policy direction processes by the United Nations policymaking bodies on drug, crime and terrorism issues*

432. The Secretariat prepared an unprecedented number of meetings and documentation during the biennium, in particular in the lead-up and the follow-up to the thirtieth special session of the General Assembly on the world drug problem, held in 2016, including meetings on the negotiation of the outcome document agreed upon by consensus by the General Assembly (resolution S-30/1), as well as meetings for the follow-up to the special session, such as thematic discussions on the implementation of the over 100 operational recommendations contained in the outcome document. Member States have expressed gratitude for the support provided

throughout the entire process. The Secretariat also enhanced collaboration among the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and other United Nations entities through the organization of joint events with other functional commissions of the Economic and Social Council, and through the inclusion of representatives from other United Nations entities in the thematic discussions related to the follow-up to the special session. The percentage of members of the two Commissions responding to the survey who expressed full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat for the work of the Commissions was 92 per cent (biennial target: 85 per cent).

*(b) The International Narcotics Control Board is enabled to monitor and promote compliance with the international drug control conventions*

433. In surveys conducted among Board members after each session of the Board in the 2016–2017 biennium, the members expressed full satisfaction with the quality and timeliness of substantive services provided by the Secretariat. The biennial target (85 per cent) was reached. In addition, 96 per cent of all board decisions were implemented in the biennium, representing an increase compared to the previous biennium (biennial target: 85 per cent).

*(c) Enhanced support by UNODC to the United Nations Congress on Crime Prevention and Criminal Justice to facilitate decision-making and policy direction*

434. No congress was held during the biennium 2016–2017 and therefore no target was set for the biennium.

## Section 17
## UN-Women

**Highlights of programme results**

UN-Women contributed to strengthening gender perspectives in intergovernmental outcomes, including at major events such as the United Nations Summit for Refugees and Migrants in 2016 and Habitat III. It provided normative support for the work of the Commission on the Status of Women, which adopted forward-looking agreed conclusions, and promoted stronger gender mainstreaming in the work of the Economic and Social Council, the high-level political forum on sustainable development and the General Assembly as well as in the work of the secretariats of the United Nations Framework Convention on Climate Change and the United Nations Convention to Combat Desertification. UN-Women coordinated the reports of over 90 per cent of entities of the United Nations system on the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women to strengthen gender equality focus in their work. The proportion of ratings meeting or exceeding requirements has more than doubled since 2013. UN-Women also supported 40 departments and offices of the Secretariat in developing comprehensive gender parity strategies. The operational activities of UN-Women continued to prioritize capacity development in 91 countries, with 57 per cent of funding dedicated to that work. UN-Women also supported the efforts of: 91 countries to improve women's leadership and participation; 74 countries to improve economic outcomes for women, especially the poorest and the most excluded; 91 countries to work towards ending violence against women; 58 countries to promote women's participation in peace processes and humanitarian action; and 82 countries to integrate gender equality priorities in national planning processes.

**Challenges and lessons learned**

UN-Women continues to be hampered by resource constraints that prevent the scaling-up of programmes and sustainability. Ensuring adequate financing from Member States and other donors will be critical to implementing transformative initiatives for the 2030 Agenda for Sustainable Development to deliver for women and girls. In addition, greater efforts are needed to ensure that gender equality perspectives are systematically included in sectoral processes and outcomes. UN-Women will continue to focus on supporting the implementation of the Beijing Platform for Action, the 2030 Agenda and other relevant intergovernmental outcomes, in particular, by leveraging the agreed conclusions adopted by the Commission on the Status of Women.

435. The above-cited results are based on the implementation of 99 per cent of 163 mandated, quantifiable outputs in the biennium 2016–2017, compared with 96 per cent in the previous biennium. One additional output was implemented at the initiative of the Secretariat during the biennium 2016–2017 compared with none in the biennium 2014–2015.

436. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 17) and Corr.1).

**Executive direction and management**

*(a) Programme of work is effectively managed*

437. During the biennium, UN-Women leveraged its triple mandate of normative support, United Nations system coordination and operational activities to achieve transformative results for women and girls and to ensure that the entire 2030 Agenda for Sustainable Development delivers for them. It supported the strengthening of global normative frameworks for gender equality and women's empowerment and successfully advocated for a strong focus on women and gender equality across the work of the United Nations, including in the humanitarian and peace and security field. UN-Women attained significant results in all its priority areas and supported Member States in their efforts to achieve gender equality and women's empowerment. As of December 2017, 99 per cent (biennial target: 80 per cent) of the programme outputs were implemented.

*(b) Timely and quality submission of relevant documents for consideration by the governing bodies*

438. UN-Women sought to expand and deepen norms and standards on gender equality and the empowerment of women, both as an end in itself and as an essential step in the realization of human rights, peace and security and development. The organization delivered on its normative mandate through substantive support to the Commission on the Status of Women, the General Assembly, the Economic and Social Council and the Security Council, to which UN-Women reports routinely on agenda items on gender equality, as well as through increased engagement with sectoral intergovernmental bodies to strengthen attention to gender equality in their deliberations and outcomes. Documentation prepared by UN-Women supported and enhanced the work of its Executive Board. These efforts succeeded in drawing greater

attention to the gender equality agenda in intergovernmental processes and helped forge a mutually reinforcing link between normative work and its implementation. During the biennium, 100 per cent of documents (biennial target: 90 per cent) were submitted on time for the consideration of governing bodies

### Subprogramme 1
### Intergovernmental support, coordination and strategic partnerships

*(a) Enhanced support from UN-Women for the activities of intergovernmental bodies, especially the Commission on the Status of Women, for the promotion of gender equality and the empowerment of women, including the integration of gender perspectives into their spheres of activity*

439. During the biennium, UN-Women organized 46 activities (biennial target: 32) supporting the participation of Member States in the deliberations of intergovernmental bodies and prepared 95 per cent of the Commission's documents (biennial target: 90 per cent) within established deadlines. It provided technical, substantive and alliance-building support to the Commission on the Status of Women, which was instrumental in enabling the Commission to adopt agreed conclusions at its sixtieth and sixty-first sessions. UN-Women also advocated the gender perspective in sectoral and thematic areas through the convening of stakeholders and knowledge sharing in support of the New York Declaration for Refugees and Migrants and the New Urban Agenda and in the first gender action plan on climate change under the United Nations Framework Convention on Climate Change and the first gender action plan on desertification under the United Nations Convention to Combat Desertification. Four intergovernmental bodies expanded their attention to gender perspectives in their sphere of activity through the efforts of UN-Women (biennial target: 4).

*(b) Enhanced support of UN-Women for the participation of non-governmental organizations in the work of the Commission on the Status of Women in accordance with Economic and Social Council resolution 1996/31 of 25 July 1996*

440. During the biennium, UN-Women implemented 36 activities (biennial target: 18) to strengthen the participation of non-governmental organizations in the work of the Commission on the Status of Women. In addition, 4,209 representatives from 547 non-governmental organizations participated in the sixtieth session of the Commission on the Status of Women, and 3,941 representatives from 588 non-governmental organizations participated in the sixty-first session. Moreover, 179 written statements were submitted by non-governmental organizations to the sixtieth session, and 131 were submitted to the sixty-first session. As a result of the efforts of UN-Women and the commitment of the Chair of the Commission to strengthening the participation of non-governmental organizations, more oral statements were made and more representatives of non-governmental organizations spoke at interactive panels than in previous sessions. Non-governmental organizations also participated in the high-level interactive dialogue among Ministers. The Chair and members of the Bureau participated in many events convened by non-governmental organizations and UN-Women, including briefings, side events and the Youth Forum. In a joint effort to encourage Member States to raise the number of representatives of non-governmental organizations in national delegations, the Executive Director of UN-Women and the Chair of the Commission wrote to Member States urging them to include representatives of non-governmental organizations as members of their delegations.

(c) *Enhanced capacity of the United Nations system entities to mainstream gender perspectives and to undertake targeted measures to empower women in policies and programmes of the United Nations system in a coherent way*

441. In the biennium 2016–2017, 40 initiatives of United Nations entities were supported by UN-Women (biennial target: 40), including: the development of gender-responsive policies and e-modules on gender markers and coding standards; capacity-building workshops for entities of the United Nations system and departments and offices of the Secretariat on the System-Wide Action Plan on Gender Equality and the Empowerment of Women; and gender mainstreaming in issues such as land degradation and water, sanitation and hygiene, in partnership with other United Nations entities. UN-Women worked with a number of inter-agency mechanisms during the biennium, including the Inter-Agency Network on Women and Gender Equality, to ensure the integration of gender perspectives in intergovernmental and inter-agency activities and outcomes. UN-Women strongly advocated the inclusion of equality between women and men as one of the guiding principles in the revised Strategic and Operational Framework of the United Nations Partnership on the Rights of Persons with Disabilities, in line with the Convention on the Rights of Persons with Disabilities, and also supported 10 human resources policy measures (biennial target: 10), including the development of the Secretary-General's system-wide strategy on gender parity.

(d) *Enhanced capacity to build partnerships for the accelerated realization of gender equality and the empowerment of women*

442. During the reporting period, UN-Women carried out a total of 15 activities (biennial target: 15) to support stakeholders to promote gender equality and the empowerment of women. It established partnerships with 60 media organizations through the "Step It Up for Gender Equality" media compact to advance gender issues within the framework of the Sustainable Development Goals. UN-Women influenced the engagement of key decision makers in Governments, corporations and universities around the world to drive change from the top through its "HeForShe" movement, IMPACT 10x10x10 initiative and IMPACT Champions model. An estimated $675 million (biennial target: $750 million) in voluntary contributions was mobilized over the biennium. During the reporting period, UN-Women diversified its funding sources through increased engagement with the private sector and national committees. The contribution of national committees increased by 15 per cent over the previous biennium to $30 million (preliminary estimate). UN-Women is fostering partnerships and increasing joint programming through the Flagship programme initiatives. During the biennium, a total of $32 million (preliminary estimate) was mobilized towards these initiatives.

### Subprogramme 2
### Policy and programme activities

(a) *Enhanced policy support for the full and effective implementation of the Beijing Platform for Action, the outcome of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment and advancement of women*

443. During the biennium, UN-Women deployed its policy and knowledge hub functions to provide evidence, highlight key areas for action and outline major strategies and recommendations in support of a comprehensive policy agenda for gender equality and women's and girls' empowerment and for accelerated

implementation of existing commitments. Key milestones included: successful actions to end all forms of violence against women and girls, accelerate women's economic empowerment, enhance women's leadership and participation and strengthen women's participation in the area of peace and security, as well as support for strengthened governance, policies, institutions and national planning and budgeting for accelerated implementation of the Beijing Platform for Action, the implementation of Sustainable Development Goal 5 and gender-responsive action across all Goals. UN-Women effectively advanced implementation through its operational work at the regional and country level in the above areas and in its actions to implement the Convention on the Elimination of All Forms of Discrimination against Women.

*(b) Enhanced capacity of UN-Women to effectively support, upon the request of Member States, national mechanisms for gender equality, service delivery institutions and civil society organizations in order to advance gender equality and women's empowerment and to protect women's human rights*

444. In keeping with the guidance provided by the General Assembly in its resolution 67/226 on strengthening operational and normative linkages for greater sustainability, UN-Women continued to primarily focus on strengthening capacity development, with 57 per cent of funds dedicated to supporting initiatives in 93 countries (biennial target: 93). The capacity-development approach adopted by UN-Women involved: developing capacities for institutions at all levels to promote gender-responsive governance and services; providing technical assistance to ministries to integrate gender perspectives into policies, plans and budgets; and developing the capacity of national women's machineries and women's organizations through training, the deployment of specific expertise and South-South and triangular cooperation. UN-Women continues to be well aligned with national priorities, and the role of its gender equality advocates continues to be a key enabler of success. Several results were achieved by facilitating the engagement of civil society. UN-Women continues to expand its outreach to new constituencies, including by promoting gender perspectives in diverse civil society movements, including youth movements.

*(c) Increased capacity to lead and coordinate the United Nations system at the country level in supporting Member States, upon their request, in the implementation of commitments to eliminate discrimination against women and girls, empower women and achieve gender equality*

445. During the biennium, UN-Women led coordination mechanisms on gender equality in 64 countries (biennial target: 62) and participated in the formulation and implementation of development frameworks in 50 countries (biennial target: 50). The organization also led the development of key knowledge tools for United Nations country teams, such as the new Resource Book for Mainstreaming Gender in United Nations Common Programming at the Country Level and the new Resource Guide for Gender Theme Groups. With the assistance of UN-Women, 30 country teams have applied performance indicators on gender equality in the common country assessments and UNDAFs (biennial target: 25). Since the establishment of UN-Women and its role within United Nations country teams, the percentage of UNDAFs featuring gender results at the outcome level has risen from 47 to 62. Gender is also the number one area of concentration of joint programmes (109 out of 371). Within the United Nations Development Group, UN-Women and UNDP jointly finalized and further tested the gender balance scorecard developed for United Nations country teams under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women.

## Section 18
## Economic and social development in Africa

**Highlights of programme results**

During the reporting period, ECA successfully positioned the Africa Regional Forum on Sustainable Development to serve as the platform for the exchange of views and follow-up on the implementation of Agenda 2063 adopted by the African Union and the 2030 Agenda for Sustainable Development. The platform creates a structured mechanism for African countries to feed into the work of the high-level political forum on sustainable development, the unification of messaging, the harmonization of reporting and the effective monitoring of both agendas. During the 2017 meeting of the Africa Regional Forum, held in Addis Ababa in May 2017, ECA was able to advocate for and gain consensus among member States, regional economic communities and major groups on policy options to advance integrated implementation of and follow-up to the 2030 Agenda and Agenda 2063 as a policy choice and decision. The negotiations process for the African Continental Free Trade Area has greatly benefited from the analytical work of ECA, and its technical contributions to the meetings of the negotiating forum, including through an analysis of the modalities on tariff negotiations that contributed to the decision taken at the twenty-ninth Summit of the African Union to adopt a 90 per cent level of tariff liberalization, in addition to sensitive lists and exclusion lists to accommodate countries that may face challenges during liberalization. ECA also played a significant role in developing the template agreement to serve as a basis for the negotiations on the Continental Free Trade Area. ECA and the African Union Commission have established a Consortium to Stem Illicit Financial Flows from Africa. This involves all key actors on the continent and outside of Africa. It is also gratifying to note that ECA and the African Union Commission have thus offered the African continent a platform for all relevant stakeholders to come together and share ideas on how to implement the recommendations of the High-level Panel on Illicit Financial Flows, including through a clear delineation of the roles and responsibilities of all the actors involved.

**Challenges and lessons learned**

In some countries in Africa, the political situation is fragile, and this had an impact on the work of the Commission during the biennium. Data gaps due to weaknesses in national statistical systems and limited prioritization of statistics pose a challenge to progress in reporting against national development plans and other international and regional development frameworks. ECA has increased advocacy with member States to prioritize funding for statistics and with development partners to coordinate and increase support for data generation and analysis in Africa, which is greatly needed.

Financial constraints to the implementation of planned activities remain a major challenge. In addition, the inadequate alignment and flexibility of ECA activities and budgets, along with an increase in demand for support from member States for the implementation of and follow-up to the global and continental agenda, namely the 2030 Agenda and Agenda 2063, is a challenge that could undermine overall progress. The deployment and implementation of Umoja, which resulted in a fundamental change at the operational level, led to serious delays in the implementation of some key outputs. This can be a timely and costly exercise if not effectively managed.

One of the key lessons learned during the reporting period is that implementation of projects through national Sustainable Development Goal implementation teams is instrumental for ensuring the commitment, ownership and critical buy-in of member

States and regional economic communities to promote more inclusive development policies in Africa. Another lesson learned is that close collaboration with key partners is critical for the achievement of ECA outputs and goals.

446. The above-cited results are based on the implementation of 96 per cent of 566 mandated, quantifiable outputs during the biennium 2016–207, compared with 98 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 19 in the biennium 2014–2015 to 5 in the biennium 2016–2017.

447. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 18) and Corr.1).

## Section 18A. Regional commission Executive direction and management

### *(a) Enhanced coordination, planning and monitoring of the programme of work and resources thereto*

448. The Office of the Executive Secretary continued successfully to advocate for policies to support transformation and sustainable development in Africa across a number of regional and global platforms. The secretariat of the Conference of African Ministers of Finance, Planning and Economic Development successfully met the deadlines required for most of the statutory documents for the fiftieth session of ECA and the tenth meeting of the Conference of African Ministers, which was held in March 2017. The seventeenth quarterly briefing with African ambassadors provided an opportunity for the leaders of the Commission to provide information on the ongoing substantive activities of the Commission and the technical support being provided to member States. The highlight of the reporting period was the launch of the High-level Panel on Migration, with the aim of pushing migration issues to the top of the policy agenda by engaging major stakeholders and partners. In addition, through the Joint Secretariat Support Office, significant efforts were made to strengthen the single reporting platform on the integration of the goals of the 2030 Agenda and Agenda 2063 into national development plans. The Africa Regional Forum on Sustainable Development resulted in a collective agreement on a unified and meaningful Africa region input into the 2017 high-level political forum on sustainable development. Key policy messages emanating from the forum formed a significant part of African countries' engagement with the high-level political forum at the global level.

### *(b) Enhanced new and existing strategic and technical partnerships*

449. During the reporting period, ECA entered into and managed a total of 85 new partnerships in addition to the 230 existing ones (biennial target: 280). In supporting the vision of the Commission to become the premier think tank on African development matters, significant efforts were made to partner with key research institutions in the continent and beyond.

*(c) Broadened the extrabudgetary resource base through increased and predictable extrabudgetary funding*

450. ECA mobilized a total of $19 million in extrabudgetary resources (biennial target: $51.7 million) to support the Commission's normative and operational activities.

*(d) Reduced exposure of ECA to risk, legal liabilities and claims*

451. Progress was made in reducing ECA exposure to risks, legal liabilities and claims as evidenced by the number of agreements and legal instruments reviewed during the biennium period. ECA reviewed a total of 226 agreements and legal instruments, of which over 93 per cent were cleared and finalized in accordance with established risk reduction criteria and/or deemed to contain necessary reduction clauses. Furthermore, ECA resolved claims totalling $250,000, a savings of 100 per cent of the original amount claimed. In addition, in working closely with the human resources team, the Commission was able to reduce the number of cases of harassment and abuse of authority filed, and training interventions further reduced the number of cases that would otherwise have reached the United Nations Dispute Tribunal, with most being resolved through mediation.

*(e) Communications, publications, knowledge services and ICT components of ECA's subprogrammes are effectively delivered on a timely basis*

452. During the biennium, the Public Information and Knowledge Management Division provided coverage of all key events, including standing events (for example, the joint meetings of the African Union Specialized Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration and the ECA Conference of African Ministers of Finance, Planning and Economic Development) and made available press releases and advisories on the media centre page of the ECA website. Furthermore, all content on ECA social media platforms was cross-referenced, and press releases were distributed to a list of national, regional and international media entities. The Division also provided strategic support to various substantive divisions, including identifying key media personnel to attend and cover events, including the Conference of African Ministers of Finance, Planning and Economic Development and the African Economic Conference. The timely delivery of web content uploads, and the timely issuance of French content was ensured during the biennium (biennial target: 100 per cent). The redesign of the library, including lecture rooms, the exhibition area and other public spaces, led to increased accessibility to the ECA Knowledge Repository (repository.uneca.org). During the biennium, the ECA website received more than 1 million hits and over 1,000 social media Tweets, blogs, mentions and likes.

*(f) The organizational change strategies under the purview of the Public Information and Knowledge Management Division (communications, publications, knowledge management and ICT) are introduced and implemented*

453. During the biennium, ECA continued to work systematically on the upgrade of infrastructure projects for public information. New and enhanced multilingual platforms for the Access to Scientific and Socio-Economic Knowledge in Africa initiative and the ECA Knowledge Repository were launched, with the inclusion of Arabic as the latest language interface. In addition, for the first time, ECA succeeded in driving editorial and advertorial content, projecting key issues and themes through a broadcasting contract. In this regard, through a contract with media entities, events held during African Development Week were reported on in 48 countries across Africa. The menu-driven contract enabled ECA to promote important issues on its

agenda, including greening industrialization, climate change and the African Continental Free Trade Area. All materials were made available online and further redisseminated (biennial target: 100 per cent). The media visibility provided during the biennium was unprecedented and promoted the role of the ECA to a much greater extent than in previous years.

### *(g) Policymaking organs are effectively supported with communications, documentation, knowledge and ICT services*

454. ECA provided uninterrupted information and communications technology services, including Internet, email, file-sharing, voice, videoconferencing, video streaming, application hosting and security services for all ECA users, and for major conferences and meetings. During the biennium: more than 2,000 combined new materials were catalogued; bibliographic records were imported from the Online Computer Library Centre; publications were issued; and serial publications were processed and reviewed for incorporation into the ECA integrated library management system. A significant increase was recorded on the ECA web and social media platforms, adding value to Africa's transformation agenda by enhancing the visibility of its key research and policy recommendations and influencing the policymaking discourse throughout the continent. In this regard, over 127,067 followers of Twitter were recorded (63,408 in 2016 and 63,659 in 2017), double the number recorded in the previous biennium. On Facebook, the combined total of users of all ECA-related active thematic accounts was 39,125. In addition, the ECA YouTube channel, with its multimedia content, attracted over 52,045 views of content uploaded and redistributed. ECA has received favourable feedback from 86.2 per cent of the respondents using its services.

### *(h) Enhanced reduction of carbon footprint for printing and publishing*

455. In the area of printing and publications, ECA achieved the biennial target by receiving its ISO 14001:2004 recertification after going through an intensive surveillance audit conducted by the firm SGS, which is located in Nairobi. The recertification process is conducted once every three years and is meant to ensure that ECA is practicing and maintaining ISO 14001:2004 standards. As a result of its efforts in reducing emissions in its printing operations, the Commission was recently recognized by the Kodak Corporation and was awarded the Sonora Plate Green Leaf Award for reducing environmental impact. The Award was introduced by the Kodak Corporation to recognize excellence among its customers, who are leaders in environmental initiatives. In addition, ECA was also recognized for its focus on minimizing and reducing consumption of power, water and other consumables.

## Subprogramme 1
## Macroeconomic policy

### *(a) Improved capacity of member States to analyse and interpret development trends and design and implement macroeconomic policies and development plans that promote inclusive growth and structural transformation*

456. Through quality research, the subprogramme has assisted member States to analyse and interpret development trends and design and implement macroeconomic policies during the biennium. The *Economic Report on Africa* (2016 and 2017) provided evidence-based reference materials for policymakers and other stakeholders on Africa's industrialization towards the achievement of inclusive and sustainable structural transformation in the continent. The Strategic Planning and Operation Quality Division constructed a prototype forecasting model, which has been rolled out to four countries, including for the training of Government officials in Burundi and Ethiopia, as well as in Djibouti and Egypt, where extensive discussions about the model have been held.

During the reporting period, the "MDGs to Agenda 2063/SDGs Transition Report 2016" and the *2017 Africa Sustainable Development Report* were disseminated in more than seven cities in Africa and globally. Furthermore, to facilitate alignment and enhance coherent integration of the Sustainable Development Goals and the African Union Agenda 2063 into national development plans, as well as to track performance on both, the subprogramme developed integrated planning and reporting software, which has been tested in the Congo, Ethiopia, the Gambia, Sierra Leone, Uganda and Zambia. The ECA planning tools, knowledge products and technical assistance have been rated as "useful" or "very useful" by 17 African countries (biennial target: 12). The number of references to the *Economic Report on Africa* in official documents increased from 100 in the biennium 2014–2015 to 101 in the biennium 2016–2017 (biennial target: 110).

*(b) Enhanced capacity of member States to accelerate private sector development and mobilize domestic and external resources for transformative growth and development*

457. The Macroeconomic Policy Division influenced policy on private sector development and the mobilization of domestic and external resources for development through its knowledge products and advocacy work during the biennium. The round table held by the Governors of the African Central Bank on the theme "Monetary and exchange rate policy and Africa's debt burden and sustainability" provided a platform for reflection on enhancing their effective engagement in better serving the continent's development agenda. A number of countries in Africa have begun to implement the policies on illicit financial flows that were recommended as part of the report of the High-level Panel on Illicit Financial Flows. In addition, a number of African countries are currently automatically exchanging tax information between one another in a project facilitated by the African Tax Administration Forum. Furthermore, a number of African countries have also become involved with the Inclusive Framework on Base Erosion and Profit Shifting, convened under the auspices of OECD. During the biennium, 21 countries (biennial target: 12) used ECA research and advocacy work to promote private sector development, and 18 countries (biennial target: 12) adopted policies on the mobilization of domestic and/or external resources.

*(c) Enhanced capacity of member States to adopt good economic governance practices and standards for improved public sector management and service delivery*

458. ECA continued to positively influence member States through its work on governance in the continent, including through the issuance of the fourth edition of the *African Governance Report*, during the biennium. The role of the Division was pioneering in terms of leading various discussions and providing relevant policy/strategy options to fight corruption. ECA delivered presentations on its role in advancing economic and corporate governance on the African continent and on the measurement of corruption, including proposals for developing an African-focused measure of corruption. Moreover, ECA actively participated in various breakaway sessions that examined the modalities and strategies for the implementation of Agenda 2063. During the biennium, the number of African countries using ECA research and advocacy work to improve economic governance and management increased to 28 (biennial target: 25).

## Subprogramme 2
## Regional integration and trade

*(a) Enhanced capacity of member States and regional economic communities to develop and implement policies and programmes to accelerate industrialization, with a focus on regional infrastructure, energy, regional value chains, food security and agriculture*

459. During the biennium, ECA increased the knowledge base and skills of 20 African member States on agricultural issues (biennial target: 20) and increased their capacity to develop and implement policies that encourage regional value chains and agribusiness. ECA also produced research and cases studies on value chain analysis and trained Government officials on this subject. ECA assisted 16 countries (biennial target: 15) in industrial development through policy studies, briefs and the development of toolkits on industrial and infrastructure development. During the period under review, ECA participated in the design and delivery of a Masters' degree programme on industrial policies with the University of Johannesburg. The programme will be taught jointly with the African Institute for Economic Development and Planning.

*(b) Enhanced capacity of member States and regional economic communities to develop and implement policies and programmes in the areas of intra-African and international trade, and the creation of an environment conducive to attracting investment*

460. During the biennium, ECA provided technical support and training to more than 45 member States, regional economic communities and the African Union Commission (biennial target: 41) in the negotiations for the establishment of the African Continental Free Trade Area. ECA also provided the draft text that was used as the basis for the negotiations on the Continental Free Trade Area. The support provided by ECA, which benefited all member States, contributed to the successful conclusion of the negotiations on the main agreement establishing the Free Trade Area and the agreement on trade in services. ECA supported the efforts of an additional nine countries in strengthening their capacities to participate in regional free trade areas, bring the total number of counties supported to 20 (biennial target: 20). On investment issues, ECA assisted 11 member States in the development of investment policies and during discussions on the reform of international investment agreements. ECA, in collaboration with UNCTAD, worked with four countries in preparing iGuides, which provide information to global investors on investment opportunities in those countries (biennial target: 8).

*(c) Improved capacity of member States to design and implement land policies and programmes that ensure secure gender-equitable land rights and effective and efficient use and management of land for sustainable development*

461. As a result of the work carried out by ECA during the biennium, 21 countries and one regional economic community (biennial target: 22) implemented land governance programmes designed in accordance with the ECA Framework and Guidelines on Land Policy in Africa and the FAO voluntary Guidelines on Land Use Planning. In addition, one regional economic community (IGAD) has continued to implement a comprehensive land governance programme that is contributing to mainstream land governance issues in the programmes of its member States.

### Subprogramme 3
### Innovations, technologies and management of Africa's natural resources

*(a) Enhanced capacity of member States to nurture and harness new technologies and innovations for development*

462. During the biennium, 10 initiatives were implemented aimed at harnessing new technologies and innovations for development (biennial target: 10), including: a meeting of senior experts on the theme "Cities as innovation hubs for Africa's transformation"; an African regional review meeting on the outcomes of the World Summit on the Information Society; and a regional group training on promoting engineering innovations for improved health-care outcomes in Africa. ECA also supported the efforts of five additional countries (biennial target: 5) to adopt policies or regulatory frameworks for harnessing new technologies and innovation based on national or ECA research and advocacy work.

*(b) Enhanced capacity of member States to formulate and implement policy reforms with a focus on the most innovative sectors to foster a green economy in the context of sustainable development and poverty eradication*

463. During the biennium, eight countries (biennial target: 5) benefited from support provided by the Division, either for policy formulation or case research studies for policy formulation. Those countries included: Botswana, Burkina Faso, Ethiopia, Gabon, Mozambique, Tunisia, Zambia and Zimbabwe. The development and dissemination of technical and advisory services, training and capacity-building knowledge products contributed to the above achievements.

*(c) Enhanced capacity of member States and other stakeholders to formulate and implement policies, strategies and regulatory frameworks for the management of mineral resources in line with the Africa Mining Vision*

464. During the reporting period, 21 member States (biennial target: 10) benefited from the capacity-building programmes provided by the African Mineral Development Centre towards the formulation and implementation of policies, strategies and regulatory frameworks for the management of mineral resources, in line with the Africa Mining Vision. Those countries included: Chad, the Democratic Republic of the Congo, Eritrea, Ethiopia, the Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Malawi, Mali, Mozambique, Namibia, the Niger, Nigeria, Rwanda, Sierra Leone, the United Republic of Tanzania, Zambia and Zimbabwe. As a result, some countries, notably Chad, the Democratic Republic of the Congo, Kenya, Liberia, Sierra Leone and Zambia, have also explored and taken measures to review their mining codes, including the renegotiation of contracts.

*(d) Improved capacity of member States and other stakeholders to implement and integrate climate change adaptation approaches into key sectoral and national development policies, strategies and programmes to reduce vulnerability and strengthen resilience to impacts*

465. During the biennium, ECA technical and advisory services, training workshops and knowledge products contributed to support the efforts of 12 countries (Burundi, Cabo Verde, Cameroon, Ethiopia, the Gambia, Guinea-Bissau, Kenya, Liberia, Rwanda, Seychelles, Uganda and the United Republic of Tanzania) to implement and integrate climate change approaches (biennial target: 12). Trainings, fellowships and field projects have contributed to enhancing the capacity of member States and other stakeholders to implement and integrate climate change adaptation approach into key sectoral and national development policies, strategies and programmes.

### Subprogramme 4
### Statistics

*(a) Strengthened capacity of member States to routinely collect, compile, store, analyse, disseminate and use official statistics and indicators in the economic, social, demographic and environmental fields to produce high quality data, including data disaggregated by sex, for policymakers and the public in general*

466. During the biennium, ECA supported 34 countries (biennial target: 24) in the implementation of national strategies for the development of statistics in accordance with international statistical standards and practices. A document on the minimum-required components of an action plan on the implementation of the 2008 System of National Accounts was developed to assist countries in developing action plans; most countries with plans have already taken follow-up actions. In the quest to improve the participation of African countries in the 2020 round of the World Population and Housing Censuses Programme, the subprogramme has prepared a timetable for the 2020 round, including the revision of the principles and recommendations. The Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics has helped countries to assess their civil registration and vital statistics systems in a more systematic and holistic way. The assessment process was guided by the tools and guidelines developed by ECA and its partners. During the biennium, 72 statistical strategies and guidelines (biennial target: 64) were adopted in 39 countries, including through the development of plans of action for the improvement of civil registration and vital statistic system under the framework of the Africa Programme and the 2008 System of National Accounts.

*(b) Improved availability of quality and harmonized statistics for development in the ECA databank*

467. During the biennium, the ECA databank was put online for internal users and uploaded to the web for the use of the general public. The database incorporates over 250 core indicators to disseminate harmonized data on African countries. Topics covered in the database include social, demographic, economic and environment statistics. The databank is also able to automatically generate data for statistical publications, including the African Statistical Yearbook, online monthly issues of Africa Statistics Flash and the African Statistics Pocketbook series. Moreover, at least three data points have been captured for all countries under more than 10 indicators. The work of ECA has contributed to an increase, to 51, in the number of countries with 5 data points and 10 indicators (biennial target: 30). Similarly, the number of downloads from ECA statistical databases increased to 1,700 during the biennium (biennial target: 2,000).

### Subprogramme 5
### Capacity development

*(a) Strengthened capacity of the African Union to implement, monitor and evaluate the priorities and programmes of its organs and institutions*

468. During the biennium, ECA supported the execution of 20 projects or programmes (biennial target: 20), to strengthen the capacity of the African Union to implement, monitor and evaluate the priorities and programmes of its organs and institutions. The support provided by ECA in this regard included: (a) technical support to intergovernmental organizations through the Subregional Coordination Mechanisms; (b) a study on risks in infrastructure investment, which provided a deeper understanding of the nature of risks in Africa and how they could be mitigated; (c) preparation of a concept to engage civil society organizations; (d) an analytical study and a report to explain issues related to the African Continental Free Trade Area

in the context of transformative industrialization; and (e) development of a model law by the Programme for Infrastructure Development in Africa to address the investment concerns of private sector. With regard to user satisfaction, 14 member States expressed their satisfaction with the support provided by ECA (biennial target: 10) in the servicing of the intergovernmental process, quality of reports and the implementation of resulting recommendations. ECA also met its target of increased support from member States for the development of the post Ten-Year Capacity-Building Programme plan for the United Nations partnership with the African Union (biennial target: 5). In this regard, the subprogramme: (a) assisted the African Union Commission in the drafting of its strategic plan 2018–2023; (b) carried out the final triennial review of the Ten-Year Capacity-Building Programme for the African Union and the transition plan to the United Nations-African Union partnership on Africa's integration and development agenda for 2017–2027; (c) enhanced the knowledge of member States on transformative industrialization, regional integration and issues related to the Continental Free Trade Area; (d) produced a report on the realignment of the thematic clusters of the Regional Coordination Mechanism-Africa to Agenda 2063 and development of joint programming; (e) provided information to Burundi, the Democratic Republic of the Congo, Rwanda, and Zambia on the model law developed by the Programme for Infrastructure Development in Africa to enhance investment in transboundary infrastructure.

*(b) Strengthened capacity of member States, pan-African institutions, regional economic communities and intergovernmental organizations to formulate and implement policies and programmes for the advancement of the development agenda of Africa in the context of the African Union's Agenda 2063 and the international development agenda beyond 2015 (as and when approved by the General Assembly)*

469. During the period under review, 23 member States, regional economic communities and intergovernmental organizations (biennial target: 20) were supported through capacity-development activities to formulate and implement policies and programmes in support of the African development agenda. The secretariat of IGAD, the Economic Community of West African States (ECOWAS), Côte d'Ivoire, Egypt, Liberia and Nigeria are among the beneficiaries of the support provided.

### Subprogramme 6
### Gender and women in development

*(a) Enhanced capacity of member States and regional economic communities to implement and report on progress on gender equality and women's empowerment as well as to address emerging issues that have an impact on women and girls*

470. During the biennium, 30 countries and regional economic communities (biennial target: 20) reported progress in the implementation of gender equality and women's empowerment obligations, particularly in monitoring and reporting on the three blocks measured by the African Gender and Development Index, namely the economic, social and political pillars. Countries that were part of phase III and IV of the monitoring under the Index (including Chad, Guinea, Guinea-Bissau, Namibia, Mauritania, Mauritius, Rwanda, Sao Tome and Principle, Seychelles, Sierra Leone South Africa and Swaziland) collected and reported information through their country reports on progress made in women's rights and on gender inequalities in the social, economic and political arenas. The African Centre for Gender contributed to the assessment of the situation on gender equality and women's empowerment through the production of technical background documents, including the Gender Outlook

Series produced under the African Gender Development Index for the following 14 countries: Botswana, Burundi, Cabo Verde, the Congo, Côte d'Ivoire, the Democratic Republic of the Congo, Djibouti, the Gambia, Kenya, Malawi, Mali, Senegal, Togo and Zambia. During a gender statistics workshop in Uganda, attended by representatives of national statistical offices from over 20 African countries, appreciation was expressed, particularly by Cameroon, Egypt and Uganda, for the work of the African Centre for Gender on the production of gender statistics, as well as their willingness to continue to work with the Centre to produce nationally owned, reliable and up-to-date gender statistics that could be disaggregated by the subregions of member States.

*(b) Strengthened capacity of member States and regional economic communities to mainstream gender and women's concerns into national policies and programmes*

471. During the biennium, the African Centre for Gender strengthened the gender mainstreaming capacity of 20 member States in three ways, including: (a) the production of knowledge products on social protection (in Chad, Kenya, Mauritania, Namibia and Senegal) and female entrepreneurship (in Angola, Burkina Faso, Cameroon, the Democratic Republic of the Congo, Egypt, Mali, Kenya and Zimbabwe); (b) technical support and advisory services to over 15 member States on the mainstreaming of gender into their macroeconomic policies (including Burkina Faso, Cameroon, Côte d'Ivoire, the Gambia, Kenya, Madagascar, Malawi, Niger, Senegal, the Sudan and Uganda); and (c) organization of national workshops and train-the-trainer workshops as well as the dissemination of gender analysis based on the African Gender and Development Index for the States members of the Common Market for Eastern and Southern Africa. During the two sessions of the Committee on Gender and Social Development, the African Centre provided technical assistance to 40 participating countries, addressing the issues of women's entrepreneurship based on studies undertaken in Angola, Burkina Faso, Cameroon, the Democratic Republic of the Congo, Egypt, Kenya, Mali, and Zimbabwe. This led to a specific request by Egypt for the holding of a national workshop on women's entrepreneurship in Cairo, which resulted in the production of a set of recommendations that proposed different ways of developing a national programme to support women entrepreneurs using a multiplicity of packages, including skills training, financing, legislation and other relevant support for women entrepreneurs. Thanks to this initiative of the African Centre, the National Council for Women emerged as the coordinating ministry in Egypt for women's economic empowerment. The African Centre also played a pivotal role in inspiring member States in their efforts to identify the gender relevance of their outputs and budgets. During the plenary and parallel sessions of the Committee on Gender and Social Development, 48 member States welcomed the support of the Centre in the previous biennium, particularly on the production of gender statistics, policy research on social protection, female entrepreneurship and the successful implementation of the gender equality marker as part of the United Nations system-wide Action Plan on Gender Equality and the Empowerment of Women.

## Subprogramme 7
## Subregional activities for development

### Component 1
### Subregional activities in North Africa

*(a) Enhanced capacity of member States in the North Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management at the national and subregional levels*

472. The subregional office for North Africa contributed to the improved capacity of member States in the areas related to: (a) industrialization through trade in North Africa in the context of the establishment of the Continental Free Trade Area and major trade agreements; (b) territorialization of industrial policy and inclusive growth in North Africa, with a focus on Algeria, Morocco and Tunisia; and (c) youth employment and sustainable development in North Africa. In addition, the production of 10 country profiles (biennial target: 8) involved numerous activities such as: the conduct of missions to countries to strengthen partnerships with national institutions such as economic affairs, finance and development departments and national statistics institutes; data collection from primary sources; and assessment of existing needs for capacity development to improve the availability, quality and analysis of statistical data.

*(b) Enhanced capacity of member States to address economic, social and environmental development issues in the region and subregion in collaboration with the Arab Maghreb Union and enhanced subregional cooperation and dialogue among member States*

473. Initiatives and programmes to support the Arab Maghreb Union and its member States, which were assessed and adapted to the new socioeconomic context of the subregion, resulted in the launching of two main subregional initiatives (biennial target: 4). The Arab Maghreb Union improved its capacity to assess the impact of the introduction of the African Union Continental Free Trade Area and is set to unleash the continent's full potential, with more inter-African trading, including an assessment of the impact of trade liberalization on the economies of North African countries, especially in the industrial sector. The Maghreb Employers Association benefited from ECA expertise in the area of sustainable development, resulting in the conceptualization of a formal position of the Association on climate actions.

### Component 2
### Subregional activities in West Africa

*(a) Enhanced capacity of member States in the West Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management at the national and subregional levels*

474. During the biennium, the Subregional Office for West Africa of the Economic Commission for Africa focused on enhancing the capacity of member States to produce and disseminate quality and timely statistics in support of national and subregional development activities. Using quality and timely statistical data provided the member States, the Office prepared eight country profiles (biennial target: 8) for the following countries: Burkina Faso, Cabo Verde, the Gambia, Ghana, Guinea-Bissau, Nigeria, Sierra Leone and Togo. Additionally, as part of its efforts to reinforce the capacity of national statistical systems of member States of ECOWAS to compile and make available development information on their economic and social profiles,

the Subregional Office provided significant support for the efforts of the Governments of Côte d'Ivoire, Guinea, Guinea-Bissau, Niger and Senegal in formulating their respective long-term development plans, with a time frame of 25 to 30 years, as well as in the context of the Agenda 2063 and the 2030 Agenda. In addition, the Subregional Office focused on the harmonization of forecasting methodologies and datasets of member States as part of efforts to build the capacity of national statistical systems to establish statistical flow mechanisms from national sources, as well as to inform the production of country and regional profiles. In particular, with regard to the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics, the Subregional Office, through its coordination role, has achieved great steps by contributing to the improvement of systems for civil registration and vital statistics in six additional African countries.

*(b) Strengthened capacity of member States in the West Africa subregion, regional economic communities and intergovernmental organizations to accelerate the implementation of subregional initiatives in support of their development efforts*

475. During the biennium, all planned subregional agreed initiatives (biennial target: 10) were implemented by ECOWAS and the West African Economic and Monetary Union, with support from the Subregional Office. The various reports produced during the biennium include non-recurrent publications on the impact of the ECOWAS common external tariff and the European Union economic partnership agreements on the structural transformation of economies and regional integration in West Africa and the progress made in West Africa towards achieving the Sustainable Development Goals and targets set for 2020 and 2025 and assessing the capacities of national statistical systems. The Subregional Office engaged in policy dialogues in at least six of its member States. In particular, a number of high-level meetings and the launch of the country programmes helped: to trigger debate on untapped energy sources in Nigeria; to provide recommendations on regional integration and social inclusion in Ghana; and to highlight the gaps that still exist between the responses of State and the solutions of international actors to the issues of security and development in the Sahel region, notably during the high-level regional meeting in September 2017 in Niger. In addition, the reinforced collaboration between the Regional United Nations Development Group for the Arab States/Middle East and North Africa Region and United Nations Office for West Africa and the Sahel, led the Subregional Office to present an ECA contribution to the preparation and finalization of a revised version of the United Nations integrated strategy for the Sahel. The contributions have been in the form of activities/initiatives carried out in the 10 countries that are part of the Integrated Strategy (Burkina Faso, Cameroon, Chad, the Gambia, Guinea, Mali, Mauritania, Niger, Nigeria and Senegal).

### Component 3
### Subregional activities in Central Africa

*(a) Enhanced capacity of member States in the Central Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management at the national and subregional levels*

476. During the biennium, the Subregional Office for Central Africa continued to assist member States in producing and disseminating quality and timely data for evidence-based planning and policymaking. In this regard, eight country profiles (biennial target: 8) were produced to disseminate country- and region-specific policy analyses and recommendations for economic transformation. In follow-up to the findings of those country profiles and the topical policy challenges identified, high-level policy dialogues were organized in Cameroon, Chad, the Congo and Gabon. To

mainstream the 2030 Agenda for Sustainable Development and the African Union Agenda 2063 in national development plans, the Subregional Office assisted the Governments of Cameroon and the Congo, through the provision of training courses and workshops, to identify challenges, raise awareness of the structure of the 2030 Agenda and Agenda 2063, to enhance understanding of links between these agendas and national priorities and to provide them with practical ways and tools to integrate these international agendas into their national development plans and strategies.

*(b) Strengthened capacity of member States, the Central African Economic and Monetary Community and the Economic Community of Central African States to accelerate the implementation of regional and subregional initiatives*

477. The Subregional Office pursued its effort to support the regional economic communities of the Central Africa subregion, including efforts to promote regional integration, which contributed to the adoption, on 31 October 2017, of a resolution by the Heads of State of the region on the free movement of people in the States Members of Central African Economic and Monetary Community. Furthermore, through ECA support, the Central African Economic and Monetary Community and the Economic Community of Central African States have adopted significant free trade instruments, specifically on the Central African Economic and Monetary Community — Economic Community of Central African States certificate of origin, the list of documents required for application to the Central African Economic and Monetary Community — Economic Community of Central African States preferential tariff, the verification of origin form and procedure for application for the preferential tariff, which will potentially facilitate the implementation of the African Continental Free Trade Area. A major effort to rationalize and increase programmatic focus of the Subregional Coordination Mechanism for United Nations system-wide support for the African Union and NEPAD in line with the priorities and needs of the regional economic communities and member States in Central Africa resulted in the adoption, in November 2017, of 12 flagship programmes in four outcome areas, namely: (a) structural transformation for inclusive and sustainable economic development; (b) market access and insertion in value chains; (c) improvement of human and social conditions; and (d) promotion of governance, peace and security.

### Component 4
### Subregional activities in East Africa

*(a) Enhanced capacity of member States in the East Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management at the national and subregional levels*

478. The Subregional Office for Eastern Africa finalized and published four country profiles (biennial target: 8) for Kenya, Rwanda, Uganda and the United Republic of Tanzania. Institutional collaboration has been strengthened with the ministries of planning and national statistical offices in the selected member States during the preparation of country profiles.

*(b) Strengthened capacity of East African member States and regional organizations to implement subregional initiatives in support of their development priorities*

479. During the biennium, subregional initiatives were implemented in areas related to the "blue economy", sustainable tourism and energy. These initiatives, which responded to priorities expressed by clients of the Subregional Office, also operationalized the 2013–2017 business plan of the Subregional Coordination Mechanism.

### Component 5
### Subregional activities in Southern Africa

*(a) Enhanced capacity of member States, the Common Market for Eastern and Southern Africa and the Southern African Development Community to produce and disseminate quality and timely statistics for evidence-based planning, policymaking and improved economic management at the national and subregional levels*

480. During the biennium, the Subregional Office for Southern Africa continued to enhance the capacity of member States to produce and disseminate quality and timely statistics in support of national and subregional development priorities, mainly through the production of country profiles and initiatives aimed at strengthening statistical capacity in the subregion. In addition to the finalization of the 2015 country profiles for five countries (Botswana, Lesotho, Namibia, Zambia and Zimbabwe), which were published and launched in March 2016 during the annual Conference of African Ministers of Finance, Planning and Economic Development, the Subregional Office has since embarked on the process of preparing the 2016 country profiles for the remaining six member States covered by the Office, namely Angola, Malawi, Mauritius, Mozambique, South Africa and Swaziland. During the period under review, the Office embarked on field missions aimed at collecting statistics and related information on social and economic developments at the country and subregional levels for the preparation of country profiles, as a vehicle for ECA to produce and disseminate country- and region-specific policy analyses and recommendations to support efforts of member States and regional economic communities to promote sustainable growth and social development, strengthen regional integration, facilitate development planning and economic governance and mitigate against potential policy risks.

*(b) Strengthened capacity of the Southern African member States, the Common Market for Eastern and Southern Africa and the Southern African Development Community to accelerate the implementation of subregional initiatives in support of their development efforts*

481. With support from the Subregional Office, up to 10 regionally agreed initiatives (biennial target: 10) were successfully implemented by member States, the Common Market for Eastern and Southern African and the Southern African Development Community during the biennium. These initiatives included: (a) through technical support provided, the African Association for Public Administration and Management agreement on concrete interventions to transform the African public administration and management sector, central to the realization of Agenda 2063 and the 2030 Agenda for Sustainable Development, at the thirty-seventh annual conference of the Association, held in March 2016 in Lusaka; (b) through advisory services provided, the formulation of the costed action plan (2015–2030) for the implementation of the Southern African Development Community Industrialization Strategy and Roadmap (2015–2063), which was approved in March 2017 by a Ministerial task force and Council of Ministers of the Community; (c) through technical assistance provided to the subregional initiative on legal instruments, the Office facilitated the agreement between the African Union, the Common Market for Eastern and Southern African and the Southern African Development Community, on a coordination framework on ratification, domestication and implementation of legal instruments; (d) establishment of the "ICT Observatory" by the Southern African Development Community, a central platform for the collection, benchmarking and dissemination of information and communications technology indicators, indices and information, aimed at enhancing the role played by these technologies in catalysing regional integration in the member States of the Community; and (e) technical support for the trade facilitation and

logistics forum organized by the Ports Management Association for Eastern and Southern Africa in Lusaka, in June 2017, at which the Government of Zambia expressed its clear intention to undertake a comprehensive cross-sector assessment aimed at ensuring policy alignment for enhanced trade facilitation.

### Subprogramme 8
### Development planning and administration

*(a) Enhanced capacity of member States for results-oriented development planning, including sectoral policy design and planning, urban and regional planning and decentralized planning*

482. The African Institute for Economic Development and Planning trained 595 public officials (161 females: 27 per cent) during the biennium. Participants from 51 African member States were trained in the formulation, analysis, implementation and monitoring and evaluation of sustainable and inclusive development planning in the context of Agenda 2063 and the 2030 Agenda. The target in terms of increased number of countries and subnational regions adopting appropriate approaches and policies in the area of development planning, in line with recommendations made by the African Institute, was achieved by reaching 39 countries from a baseline of 18 countries (biennial target: 25 countries). Similarly, the number of national or subregional public sector departments and institutions deploying new policy and tools for development planning as a result of the work of the African Institute increased to 39 countries from a baseline of 30 (biennial target: 35). In addition, other supporting activities such a as public lectures, monthly development seminars, expert group meeting, high-level dialogues, research and fellowship programmes offered throughout the year complemented the capacity development efforts.

*(b) Strengthened capacity of member States to develop and deploy better approaches to economic policy formulation, management, monitoring and evaluation*

483. During the biennium, a total of 639 mid- to senior-level public officials, including 253 females (40 per cent), from 53 African member States were trained in areas that are critical for economic policy management for sustainable and inclusive development. At least 39 African member States (from a baseline of 18) have adopted new or enhanced approaches to economic policy formulation and management in line with the guidelines and recommendations shared through multifaceted portfolio of activities organized by the African Institute for Economic Development and Planning (biennial target: 25 countries).

### Subprogramme 9
### Social development policy

*(a) Increased capacity of member States to mainstream social development concerns into policies and strategies, with particular emphasis on employment, social protection, population, youth and ageing issues, including their gender dimensions*

484. During the biennium, 34 countries across all subregions[3] (biennial target: 15) actively engaged with the Social Development Policy Division to apply the African

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[3] Egypt, Morocco, the Sudan, Tunisia and Mauritania (North Africa); Cameroon, Chad, Gabon and Sao Tome and Principe (Central Africa); Burundi, Comoros, Djibouti, the Democratic Republic of the Congo, Kenya, Madagascar, Rwanda and Uganda (East Africa); Benin, Burkina Faso, Cabo Verde, the Gambia, Ghana, Senegal, Sierra Leone and Togo (West Africa); and Angola, Botswana, Lesotho, Malawi, Mauritius, Namibia, Zambia and Zimbabwe (Southern Africa).

Social Development Index in assessing and monitoring human exclusion. Specific requests were received from Botswana, Cabo Verde, Gabon, Kenya and Morocco for technical assistance on the use of national data in policy formulation and implementation. In Botswana, Kenya and Morocco capacity-building workshops were organized for government officials on the process and application of the Development Index, using subnational data for monitoring human exclusion and improved social policy targeting. Morocco has decided to utilize the Development Index as a complementary policy tool in the computation of human exclusion and the monitoring of the Sustainable Development Goals. Together, these reflect a level of impact well above the targets indicated in the expected accomplishments.

485. During the reporting period, 16 countries were actively engaged in considering sound evidence-based youth policies, generated from case studies in Kenya, Mozambique and Sierra Leone, to harness the demographic dividend (biennial target: 12). The Division developed an operational guide for use by all member States in integrating population issues in development planning.

*(b) Increased capacity of member States to improve or reform urban policies and programmes that are supportive of inclusive development, with particular focus on increased employment, economic opportunities and enhanced livelihoods, including the integration of urban policies in national development programmes*

486. The work carried out under the subprogramme in Cameroon, Chad, Morocco, Uganda and Zambia expanded the knowledge base and increased commitment to strategically integrate urbanization into national development and sector planning. Moreover, the Division also contributed to the formulation of Zambia's seventh national development plan and Uganda's newly launched national urban policy. In addition, through the *Economic Report on Africa 2017*, more than 20 countries[4] resolved to integrate agenda items on urbanization into national development strategies and requested further technical assistance on the interconnection of urbanization, industrialization and structural transformation policies. An e-learning course, delivered to 156 policy- and decision makers on urbanization and industrialization, generated highly appreciative feedback on its relevance and utility as well as requests for additional training. The application of urban data in policies was supported through a methodological guide informed by more than 30 countries, providing a foundation for the follow-up and review of Sustainable Development Goal 11 and the New Urban Agenda in Africa.

## Section 19
## Economic and social development in Asia and the Pacific

**Highlights of programme results**

In order to address regional challenges and support the balanced integration of the economic, social and environmental dimensions of sustainable development, ESCAP continued to act as the most inclusive intergovernmental platform in the region and to promote innovative solutions and the sharing of knowledge and good practices. In order to support the implementation, follow-up and review of the 2030 Agenda for Sustainable Development, ESCAP provided the research, analysis and technical cooperation needed for developing and implementing, among other things, evidence-based policies on macroeconomics and financing for development, trade and investment, technology and innovation, transport and connectivity, the environment, natural resources management and urban development, social issues, statistics and energy. In 2016–2017, ESCAP supported member States in identifying regional priorities and formulating positions and partnerships to advance the implementation of the 2030 Agenda in an integrated and balanced manner through its normative, analytical and capacity-building work. During the biennium, the annual Asia-Pacific Forum on Sustainable Development was confirmed as the regional mechanism for follow-up and review, and a regional road map for implementing the 2030 Agenda was endorsed by the member States. Member States renewed their commitment to regional economic cooperation and integration through a ministerial declaration recognizing the synergies between regional economic cooperation and integration and the 2030 Agenda.

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[4] Twentieth session of the Intergovernmental Committee of Experts for West Africa, Ouagadougou, 18 and 19 May 2017.

**Challenges and lessons learned**

Attainment of internationally agreed development goals is often hampered by weaknesses in institutional frameworks and capacities, as well as varying levels of development, which affect the effective design and implementation of evidence-based policies. To address these challenges, mechanisms to deepen regional economic cooperation and integration, policy coordination and multisectoral approaches need to be further strengthened. The implementation of the 2030 Agenda requires versatile expertise and an integrated institutional set-up at the regional, subregional and national levels. The diversity of the technical and institutional capacities of member States will have an impact on the implementation of the global and regionally agreed frameworks and action plans. A key factor in providing assistance is integrated delivery of the intergovernmental, analytical and capacity-building work of ESCAP in cooperation with development partners.

487. The above-cited results are based on the implementation of 99 per cent of 692 mandated, quantifiable outputs, compared with 97 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 116 in 2014–2015 to 5 in 2016–2017.

488. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 19)) and in the consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016–2017 (A/71/85).

**Executive direction and management**

*(a) Programme of work is effectively managed*

489. As of the end of 2017, 99 per cent of legislative outputs had been delivered within established deadlines (biennial target: 93 per cent). The result of this work is the provision of a platform for policymakers from member States and associate members to discuss policies on emerging and critical regional issues that could inform global discussions and to translate global discussions to the regional context. These regional and subregional dialogues were strengthened through well-researched, evidence-based analysis and followed up by capacity-building in the area of economic and social development, in pursuit of the implementation of the 2030 Agenda for Sustainable Development.

### *(b) Identification of critical and emerging issues relevant to the region's development agenda*

490. At its seventy-second and the seventy-third sessions, ESCAP adopted a total of 76 decisions and 21 resolutions that will have far-reaching impact. Specifically, the adoption of Commission resolutions 72/6 on committing to the effective implementation of the 2030 Agenda for Sustainable Development in Asia and the Pacific and 73/9 on a regional road map for implementing the 2030 Agenda for Sustainable Development in Asia and the Pacific contained mandates set by member States to support the implementation of the 2030 Agenda. Overall, as of the end of 2017, 230 recommendations had been made by intergovernmental bodies on emerging issues requiring attention (biennial target: 110 recommendations).

### *(c) Enhanced policy coherence in coordination among United Nations agencies in the Asia-Pacific region*

491. In 2016–2017, policy coherence and coordination among United Nations agencies and development partners was enhanced with the restructuring of the Asia-Pacific Regional Coordination Mechanism thematic working groups. New terms of reference were developed, aligning joint work on projects and policy development with the 2030 Agenda, for the Thematic Working Groups on Resource-efficient Growth, Sustainable Societies, Inclusive Development and Poverty Eradication, Disaster Risk Reduction and Resilience, Gender Equality and Empowerment of Women and Education 2030+ and for a new Thematic Working Group on Statistics. Sixty-three joint outputs (analytical reports and regional meetings) were delivered (biennial target: 30). For example, the Thematic Working Group on Gender Equality and Empowerment of Women, co-chaired by ESCAP and UN-Women, undertook analytical work on financing and investment mechanisms for gender equality and on women's economic empowerment in the changing world of work. Policy recommendations from the regional forums organized by the Thematic Working Group supported the implementation of the 2030 Agenda in the Asia-Pacific region and informed the sixtieth and sixty-first sessions of the Commission on the Status of Women. Key achievements of the Regional Coordination Mechanism included the endorsement of the Association of Southeast Asian Nations (ASEAN)-United Nations Plan of Action 2016–2020, the ASEAN-United Nations Joint Strategic Plan of Action on Disaster Management and the ASEAN-United Nations Environment and Climate Change Action Plan 2016–2020.

### *(d) Enhanced visibility of the role of ESCAP in the promotion of equitable and inclusive economic and social development in Asia and the Pacific*

492. As at 31 December 2017, there were 643 citations of ESCAP activities and policies in key media outlets of Asia and the Pacific (biennial target: 160) and 488 citations related to 29 op-eds written by the Executive Secretary, in top-tier, regional and national outlets (biennial target: 50).

### *(e) Timely submission of manuscripts to the Conference and Documentation Services Section*

493. As of the end of 2017, 52.6 per cent of pre-session documents had been submitted by the 10-week deadline (biennial target: 100 per cent). The low implementation rate is attributable to internal consultations on the preparation of documents because, during the biennium, the Commission and its subsidiary bodies needed to align their priorities according to the new mandates emanating from the 2030 Agenda. ESCAP implemented various measures to meet the biennial target, resulting in an improvement of the implementation rate, from 40 per cent at the end

of the second quarter to 50.7 per cent at the end of the third quarter and to 52.6 per cent at the end of the biennium. More significantly, the implementation rate moved up from 35.13 per cent for the seventy-second session of the Commission, in 2016, to 81.39 per cent for the seventy-third session, in 2017.

### Subprogramme 1
### Macroeconomic policy, poverty reduction and financing for development

*(a) Enhanced understanding among policymakers and other target groups of policies that promote economic growth, reduce poverty and narrow development gaps in the region*

494. Expert group meetings held during the biennium generated a great deal of technical debate and positive feedback on the materials prepared by ESCAP. The number of review articles and references by Governments, academia and the media related to the *Economic and Social Survey of Asia and the Pacific* and the *Asia-Pacific Countries with Special Needs Development Report* was 767 (biennial target: 850). It should be kept in mind that only references in English media outlets are counted, and that references to the *Asia-Pacific Development Journal* are not monitored. Most importantly, this result was achieved despite the reduction by more than 30 per cent in the number of locations where the publications were launched in 2016–2017, relative to the previous biennium. The coverage included top-tier global media outlets, such as the British Broadcasting Corporation (BBC), Bloomberg, the Cable News Network (CNN), the Financial Times and Reuters, as well as national media within and outside of the region.

*(b) Enhanced regional voice in global development forums and strengthened economic and financial cooperation to foster inclusive, equitable, sustainable and resilient development*

495. ESCAP organized two high-level follow-up dialogues on financing for development in Asia and the Pacific in 2016–2017. The aim of the dialogues was to enhance understanding among member States of how financing for development outcomes of the Addis Ababa Action Agenda of the Third International Conference on Financing for Development could be implemented in the region in support of the 2030 Agenda and to identify policy areas for regional cooperation. The outcome documents of the dialogues were submitted to the Commission at its seventy-second session by the Republic of Korea and at its seventy-third session by Sri Lanka. At the second Ministerial Conference on Regional Economic Cooperation and Integration in Asia and the Pacific discussions centred on how the region could effectively pursue regional economic cooperation and integration to support the implementation of the 2030 Agenda and a ministerial declaration was issued on the subject (biennial target: 3 outcome documents and resolutions).

*(c) Improved capacity of member States, particularly countries with special needs, to design and implement development policies for achieving the 2030 Agenda for Sustainable Development and other internationally agreed development goals, including gender equality*

496. Most of the countries in the region, including countries with special needs, have incorporated the Sustainable Development Goals in their development strategies. A strong sense of commitment to achieving the Sustainable Development Goals was expressed by Governments in the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020 and the Samoa Pathway in 2016. Overall, 86 per cent of participants in ESCAP activities (biennial target: 85 per cent) indicated that the activities to promote capacity

development for the implementation of the 2030 Agenda had enabled them to design and implement sound economic development policies for achieving internationally agreed development goals and to increase their understanding of the challenges in closing infrastructure gaps in the least developed countries and in financing the investment required.

*(d) Improved capacity of member States to formulate and implement rural development policies and measures that promote sustainable agriculture and food security for the equitable benefit of women and men, girls and boys*

497. In 2016 and 2017, the Centre for Alleviation of Poverty through Sustainable Agriculture continued to conduct analytical research, capacity-building events and policy dialogue and undertook various activities to promote knowledge-sharing and networking. These activities raised awareness about innovative and emerging policy options and contributed to the improvement of institutional capacities for evidence-based policy-making in member States in sustainable agriculture, including policies and measures for the implementation of Sustainable Development Goals, and methodologies for monitoring progress. Other topics covered included enhancement of the resilience of agriculture to natural disasters and climate change, market-based instruments to promote sustainable agriculture, participatory rural appraisal and stakeholder engagement in local strategy-setting. Ninety-five per cent of the surveyed participants indicated that they had used knowledge and skills obtained from the work of ESCAP to promote sustainable agriculture and food security (biennial target: 85 per cent).

### Subprogramme 2
### Trade and investment

*(a) Enhanced knowledge among ESCAP member States of trends, emerging issues and evidence-based policy options in the area of trade and investment and related fields of enterprise development, innovation and technology development and transfer, for inclusive and sustainable development*

498. ESCAP outputs on trade and investment generated significant interest in policy-related literature and media outlets and among policymakers, with the number of review articles and references to ESCAP publications reaching 61 (biennial target: 35) and the number of downloads reaching 2,582 (biennial target: 40,000). The gap between the number of actual downloads and the biennial target, which could not be revised to a more realistic target of 1,700, is due to the introduction, with the launch of the new ESCAP website, of a set of statistical tools that differentiate human searches and downloads from robot and search engine activities. Key analytical tools included the *Asia-Pacific Trade and Investment Report*, which discussed how to enhance the role of trade and investment as a means of implementation for the Sustainable Development Goals and the ESCAP *Studies in Trade, Investment and Innovation* series and working paper series, the ESCAP *Trade Insights* series and the ESCAP-World Bank trade cost database. In addition, the Asia-Pacific Research and Training Network on Trade continued to advance the analytical work necessary to prepare better informed policies and improve understanding of policy options in trade policy areas, while the United Nations Network of Experts for Paperless Trade and Transport in Asia and the Pacific continued to enhance knowledge on cross-border paperless trade and trade facilitation in general.

*(b) Strengthened regional cooperation mechanisms in trade, investment, enterprise development, innovation and technology transfer for inclusive and sustainable development*

499. ESCAP member States adopted a Framework Agreement on the Facilitation of Cross-border Paperless Trade in Asia and the Pacific at the seventy-second session of the Commission. At the fourth session of the Ministerial Council of the Asia-Pacific Trade Agreement, held in January 2017, a protocol to the Agreement was signed. The protocol features revised national lists of tariff concessions and Asia-Pacific Trade Agreement rules of origin. Thirty-seven ESCAP member States found regional cooperation mechanisms fostered by ESCAP in trade, investment and enterprise development useful (biennial target: 20). Forty-two member States found regional cooperation mechanisms promoted by the Asian and Pacific Centre for Transfer of Technology and the Centre for Sustainable Agricultural Mechanization useful in fostering innovation and in the development and transfer of technology (biennial target: 10). Under the Asia-Pacific Trade Agreement, the average margin of preference was 32.5 per cent (biennial target: 35 per cent) and the number of products receiving preferences was 10,677 (biennial target: 10,000).

*(c) Increased capacity of ESCAP member States to formulate and implement policies on trade, investment, innovation, enterprise development and technology transfer for inclusive and sustainable development, including those that are gender-responsive*

500. ESCAP trained more than 1,900 participants in over 50 capacity-building events on trade and investment policymaking. On average, 91.2 per cent of the participants (biennial target: 85 per cent) indicated that their capacity to formulate or implement policies on trade, investment and enterprise development had increased. In addition, 96.7 per cent of participants (biennial target: 80 per cent) in activities organized by the Asian and Pacific Centre for Transfer of Technology and the Centre for Sustainable Agricultural Mechanization indicated that their capacity to formulate and/or implement policies that foster innovation and technology transfer, including in the area of agricultural mechanization, had increased. Analytical outputs, including those supported by ESCAP as part of the Asia-Pacific Research and Training Network on Trade and the United Nations Network of Experts for Paperless Trade and Transport in Asia and the Pacific, contributed to the building of capacity for more effective design and implementation of policies and international agreements.

### Subprogramme 3
### Transport

*(a) Increased capacity of ESCAP member States to develop and implement transport policies and programmes that support inclusive, equitable and sustainable development and are gender-responsive*

501. The activities of ESCAP in sustainable urban transport development, smart transport, road safety and rural transport led to the formulation and implementation of 95 reported policy initiatives in member countries, including the planning and development of urban public transport systems, measures to improve road safety, including infrastructure safety and safety of vulnerable road users, and the improvement of rural access (biennial target: 95). Other achievements included the adoption of the updated Regional Road Safety Goals and Targets for Asia and the Pacific 2016–2020, the pilot application of a sustainable urban transport index and the development of policy frameworks for the deployment and use of intelligent transport systems in urban areas and regulatory framework guidelines for the use of intelligent transport systems in the region and for the development of sustainable rural

access. Two volumes of the *Transport and Communications Bulletin for Asia and the Pacific* were issued, on sustainable rural transport access and the Sustainable Development Goals, which included research papers and case studies on rural access.

*(b) Increased capacity of ESCAP member States to plan, develop and implement international intermodal transport linkages, including the Asian Highway network, the Trans-Asian Railway network, inter-island shipping and dry ports of international importance*

502. ESCAP continued to work on the three networks of the Asian Highway, the Trans-Asian Railway and dry ports of international importance to create the conditions necessary for a region-wide integrated intermodal transport and logistics system. The Intergovernmental Agreement on Dry Ports entered into force in 2016 and the Regional Framework for the Planning, Design, Development and Operation of Dry Ports of International Importance was adopted in 2017. Member countries revised the routes of the Trans-Asian Railway and the Asian Highway networks through working groups convened by ESCAP. Commission resolution 72/5 on strengthening regional cooperation on transport connectivity for sustainable development in Asia and the Pacific was adopted in 2016. In 2016–2017, the number of national projects and programmes to upgrade regional transport infrastructure was 83 (biennial target: 73) and the number of ESCAP member signatories and parties to global, regional and subregional agreements was 82 (biennial target: 75).

*(c) Increased capacity of ESCAP member States and the private sector to initiate and implement measures to improve the efficiency of international transport operations and logistics*

503. ESCAP continued to assist member States in improving the efficiency of international transport operations and logistics and developing operational transport connectivity. The Ministerial Conference on Transport, held in Moscow in December 2016, resulted in the signing of an Intergovernmental Agreement on International Road Transport along the Asian Highway Network, between China, Mongolia and the Russian Federation; the adoption of four transport facilitation models (the Model Subregional Agreement on Transport Facilitation, the Model Bilateral Agreement on International Road Transport, the Model Multilateral Permit for International Road Transport and the Standard Model of Logistics Information Systems); and the establishment of an interregional coordination committee on transport between Asia and Europe. In addition, the number of measures to remove bottlenecks and facilitate efficient movement of people and goods and means of transport along transport routes and at border crossings reached 34 in 2017 (biennial target: 34), while 18 countries took measures to improve logistics performance (biennial target: 18).

### Subprogramme 4
### Environment and development

*(a) Enhanced understanding by local and national government officials and other stakeholders of means of aligning environment and development policymaking and water resources management and urban development policies, including their gender dimensions, with the 2030 Agenda for Sustainable Development and the Sustainable Development Goals*

504. The analytical work of ESCAP provided an important basis for policy-oriented work at the national and regional levels supporting the implementation of international development agendas, including the 2030 Agenda, the New Urban Agenda and the Paris Agreement on climate change. At least 10 references to related ESCAP publications, policy briefs, projects and activities have been tracked in policy documents, declarations and statements (biennial target: 10), which included the *Asia-*

*Pacific Sustainable Development Goals Outlook* and *Eradicating Poverty and Promoting Prosperity in the Changing Asia-Pacific*, which were prepared by ESCAP, and the *World Water Development Report* for 2016 and 2017, to which ESCAP contributed.

*(b) Improved capacity of local and national governments and major stakeholders to operationalize environment and development policymaking and water resources management and urban development policies, including their gender dimensions, in the context of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals*

505. ESCAP implemented a series of capacity development events and field projects, which resulted in 11 initiatives developed by Governments and major stakeholders to operationalize environment and development policymaking and water resources management and urban development policies (biennial target: 10). These included initiatives on integrated approaches to planning with regard to Sustainable Development Goal 6 on water and sanitation, the scaling-up and sharing of lessons on and establishment of integrated resource recovery centres and the development of nationally appropriate mitigation actions for sustainable waste management and a rapid response facility to facilitate voluntary national reporting on the implementation of the 2030 Agenda and the Sustainable Development Goals. It also included the development of a methodology to compile national sustainability outlooks. For example, ESCAP has directly supported the Government of Mongolia in developing its sustainability outlook.

*(c) Enhanced regional cooperation frameworks and networks of local and national governments and major stakeholders with respect to environment and development policymaking and water resources management and urban development policies, including their gender dimensions*

506. ESCAP pursued 10 initiatives (biennial target: 10) to establish or strengthen regional cooperation frameworks and networks related to environment and development policymaking and water resources management and urban development policies, including their gender dimensions. A regional road map for implementing the 2030 Agenda was adopted at the 2017 Asia-Pacific Forum on Sustainable Development. ESCAP successfully established the Urban Sustainable Development Goals Knowledge Platform for sharing best practices and fostering city-to-city cooperation among local governments in the region. The International Forum on Urban Policy for the Sustainable Development Goals, co-organized by ESCAP, reaffirmed the commitment of cities to implement the 2030 Agenda, guided by key principles, including regional cooperation. Additionally, a national Sustainable Development Goals focal point system was established in 2016. The ministerial declaration adopted at the seventh session of the Ministerial Conference on Environment and Development in Asia and the Pacific identified priority areas and made concrete proposals to enhance regional cooperation on environment and development.

### Subprogramme 5
### Information and communications technology and disaster risk reduction and management

*(a) Strengthened regional cooperation in information and communications technology connectivity, space applications and disaster risk reduction and management for inclusive and sustainable development*

507. The work of ESCAP during 2016–2017 strengthened regional cooperation in ICT connectivity, space applications and disaster risk reduction and management. In

particular, the Master Plan for the Asia-Pacific Information Superhighway and the Asia-Pacific Information Superhighway Regional Cooperation Framework were adopted by member States in 20[illegible] the aim of guiding the region's work on promoting regional broadband connectivity until 2018. In addition, member States supported the ESCAP proposal to establish the Asia-Pacific Disaster Resilience Network with a view to facilitating a coordinated approach in building disaster resilience in the region. The number of ESCAP member States indicating that they had benefited from ESCAP-promoted regional cooperation mechanisms devoted to ICT connectivity, space applications and disaster risk reduction and management was 28 in 2016–2017 (biennial target: 15).

*(b) Improved knowledge and awareness of member States of effective strategies and policies in information and communications technology connectivity, space applications and disaster risk reduction and management, including their gender dimensions, for inclusive, equitable, sustainable and resilient development*

508. As a result of the Commission's work during 2016–2017, 88 per cent of member States indicated that they were more aware and knowledgeable of strategies and policies related to ICT, space applications and disaster risk reduction and management, including their gender dimensions (biennial target: 75 per cent). The *Asia-Pacific Disaster Report 2017* increased knowledge and awareness of risks in the region, especially for high-risk low-capacity countries, and of potential policy tools to mitigate them. In particular, policymakers were made aware of new risks from geographical shifts in transboundary hazards, such as tropical cyclones, droughts and floods. The working paper entitled "State of ICT in Asia and the Pacific 2016: uncovering the widening broadband divide" also raised awareness of challenges and policy options in ICT, as measured by the extent of citation and downloads. A total of 2,854 downloads were registered for ESCAP publications on ICT, space applications and disaster risk reduction and management (biennial target: 800).

*(c) Strengthened capacity of member States to apply information and communications technology, space applications and disaster risk reduction and management strategies for inclusive, equitable, sustainable and resilient development*

509. The activities of the Asian and Pacific Training Centre for Information and Communication Technology for Development have expanded to strengthening the capacities not only of government officials, students and youth, but also of women entrepreneurs. In cooperation with implementation partners from both government and civil society, the Centre's programmes have been integrated through contextualization in countries' capacity-building programmes. The Centre also supported member States in building national expertise so that its training programmes can reach beneficiaries at the national and community levels. Ninety-one per cent of participants in activities of the Centre indicated that they were better able to apply ICT for socioeconomic development as the result of their participation in the activities (biennial target: 85 per cent). The number of initiatives that reflected or incorporated training modules and/or curricula developed by the Centre reached 476 during the biennium (biennial target: 205).

## Subprogramme 6
## Social development

### *(a) Enhanced knowledge, capacity and regional cooperation to address population and development trends, including their gender dimensions, in Asia and the Pacific*

510. The analytical and advocacy products of ESCAP on action to address disparity and invest in the achievement of equity have influenced legislative reform and led to commitment to more inclusive and sustainable development. Four initiatives were undertaken by member States, based on regional frameworks, to promote population and development policies and programmes, including their gender dimensions (biennial target: 4). Ninety-five per cent of respondents indicated that their knowledge was enhanced through ESCAP analytical products on population and development trends and policies, including their gender dimensions (biennial target: 80 per cent). Through the Commission's intergovernmental platform, the region articulated its perspective and priorities with respect to upcoming negotiations on the global compact for safe, orderly and regular migration and for achieving the internationally agreed commitments on ageing. As a result of the Commission's work, 90 per cent of participants indicated that their knowledge and skills on population ageing, migration and development had been enhanced (biennial target: 80 per cent).

### *(b) Enhanced knowledge, capacity and regional cooperation to strengthen social protection systems, including the health and gender dimensions, in Asia and the Pacific*

511. Through its analytical work and technical assistance to member States, ESCAP enhanced capacity, knowledge and regional cooperation aimed at extending inclusive social protection systems. Ninety-two per cent of respondents indicated that their knowledge was enhanced through the Commission's analytical products on social protection policies and good practices, including the health and gender dimensions (biennial target: 80 per cent). Eighty-nine per cent of participants indicated that their knowledge and skills were enhanced through ESCAP meetings and workshops on social protection systems and HIV prevention, treatment, care and support services, including their gender dimensions (biennial target: 80 per cent). Four initiatives were undertaken by ESCAP member States and stakeholders to strengthen social protection systems and increase access to medicines, diagnostics and vaccines (biennial target: 3).

### *(c) Enhanced knowledge, capacity and regional cooperation to promote gender equality and women's empowerment in Asia and the Pacific*

512. Through the provision of an intergovernmental platform, analytical work and technical assistance, ESCAP has enhanced regional cooperation and strengthened the knowledge and capacities of government entities with respect to mainstreaming gender in national development agendas. Ninety-five per cent of respondents indicated that the Commission's analytical products had enhanced their knowledge on transformative financing for gender equality, e-government for women's empowerment, women's economic empowerment in the changing world of work, fostering women's entrepreneurship in ASEAN and gender-responsive budgeting (biennial target: 80 per cent). Furthermore, 99 per cent of participants indicated that their knowledge and skills had been enhanced through ESCAP meetings and workshops on gender equality and women's empowerment (biennial target: 80 per cent). Three initiatives were undertaken by member States, based on ESCAP frameworks, to fully integrate gender concerns into national policy, planning and budgetary processes, with a view to realizing gender equality and sustainable development (biennial target: 3).

*(d) Enhanced knowledge, capacity and regional cooperation to promote the rights of persons with disabilities in Asia and the Pacific*

513. As the result of the work of ESCAP, six initiatives were undertaken by member States towards strengthening regional and subregional frameworks to promote the rights of persons with disabilities, including domestic laws and policies, mainstreaming disability into national and subregional action plans and ratification of the Convention on the Rights of Persons with Disabilities (biennial target: 4). Through its support to the Working Group on the Asian and Pacific Decade of Persons with Disabilities, provision of advisory services, dissemination of best practices and analytical products, mainstreaming of disability and conducting of the mid-point review of the Incheon Strategy to "Make the Right Real" for Persons with Disabilities in Asia and the Pacific, ESCAP enhanced the knowledge and technical capacity of member States. Ninety-four per cent of respondents (biennial target: 80 per cent) and 90 per cent of participants (biennial target: 80 per cent) indicated that their knowledge and skills related to disability issues had been enhanced through the Commission's analytical and capacity-building work, respectively.

### Subprogramme 7
### Statistics

*(a) Enhanced awareness of member States of effective strategy and policy options for inclusive and sustainable development, including gender equality, in Asia and the Pacific, through increased availability of relevant statistical products and services*

514. ESCAP statistical products and services, including the database and statistical yearbook, provided critical insights about the baseline status and progress of implementation of the Sustainable Development Goals for enhanced awareness of effective strategy and policy options for inclusive and sustainable development. These products also guided the development of statistical workplans and national strategies for development of statistics by improving understanding of the current data availability, gaps and capacity needs. As a result of these activities, 95 per cent of the participants surveyed indicated that statistical products and services had increased their awareness of effective strategy and policy options for inclusive and sustainable development, including gender equality, in Asia and the Pacific (biennial target: 65 per cent). Downloads of online statistical products increased markedly from the baseline at the beginning of the biennium of 5,000 downloads per month to approximately 7,450 (biennial target: 7,000).

*(b) Increased capacity of member States in Asia and the Pacific to produce, disseminate and use statistics in accordance with internationally agreed standards and good practices in support of progress towards inclusive and sustainable development, including gender equality, in Asia and the Pacific*

515. Guided by the Collective Vision and Action Framework, regional capacity-building initiatives in the areas of economic statistics, population and social statistics, civil registration and vital statistics, gender statistics, environment statistics, disaster-related statistics and modernization were adjusted and realigned to contribute directly to the 2030 Agenda. Ninety-five per cent of participants (biennial target: 70 per cent) in ESCAP activities indicated that the knowledge gained improved their ability to produce, disseminate or use statistics in accordance with internationally agreed standards and good practices. Seventy-nine per cent of the participants (biennial target: 70 per cent) in training courses delivered by the Statistical Institute for Asia and the Pacific indicated that they were better able to produce, disseminate or use

data and statistics in accordance with internationally agreed standards and good practices.

### Subprogramme 8
### Subregional activities for development

#### Component 1
#### Subregional activities for development in the Pacific

*(a) Strengthened capacity of Pacific island countries and territories to plan and implement policies in support of balanced integration of the economic, social and environmental dimensions of sustainable development, including gender considerations*

516. In the Pacific, ESCAP supported the linkage of national sustainable development priorities to fiscal frameworks and contributed to a broader understanding of development financing. This included the adoption of the System of Environmental-Economic Accounting in national accounts in several countries. ESCAP played a pivotal role in establishing a framework for addressing the impacts of climate change on human mobility, including labour mobility. ESCAP promoted the rights of persons with disabilities across the Pacific, including through work towards a regional model law to facilitate national implementation of the Convention on the Rights of Persons with Disabilities. Twelve member States (biennial target: 12) indicated that they found ESCAP activities relevant and useful in support of the balanced integration of the economic, social and environmental dimensions of sustainable development, including gender considerations. Seven national planning documents (biennial target: 4) reflected a better integration of the dimensions of sustainable development, particularly gender equality.

*(b) Increased effectiveness of Pacific regional arrangements to address the regional and subregional dimensions of sustainable development, including through knowledge-sharing and South-South cooperation*

517. The number of South-South cooperation initiatives in the Pacific facilitated with or by ESCAP increased to 22 (biennial target: 12), in particular under the regional Sustainable Development Goals Task Force and with regard to regional cooperation on migration related to climate change. In addition, 80 per cent of national decision makers (biennial target: 80 per cent) found ESCAP knowledge-sharing outputs relevant and useful in supporting effective participation in subregional and regional sustainable development forums and processes. By leading the support provided by the United Nations to the development of the Pacific road map for the Sustainable Development Goals, ESCAP directly contributed to the increased effectiveness of regional arrangements in support of the Sustainable Development Goals and the implementation of the Samoa Pathway. Pacific leaders agreed on regional indicators that will significantly increase the coherence and accountability of the programming of subregional organizations and United Nations entities.

### Component 2
### Subregional activities for development in East and North-East Asia

*(a) Increased engagement of policymakers of ESCAP member States in East and North-East Asia in regional cooperation as an approach for addressing key development challenges, including those of green economy (in the context of sustainable development and poverty eradication), nature and marine conservation, transboundary air pollution, inclusive development through leveraging the skills and knowledge of older persons, women, youth and persons with disabilities, trade and transport facilitation, disaster risk reduction and disaster risk management, addressing the gender dimensions in all areas and for the achievement of internationally agreed development goals*

518. ESCAP made significant progress on engaging policymakers of member States in East and North-East Asia in regional cooperation as an approach in addressing key development challenges. In the field of green economy, member States, through the North-East Asian Subregional Programme for Environmental Cooperation, agreed on the strategic plan for cooperation for the period 2016–2020 in six programme areas, including air pollution, marine protected areas, nature conservation and low carbon cities. In support of trade facilitation, ESCAP has provided a regular platform for joint assessment and dialogue for member Governments and stakeholders. Overall, 248 participants (biennial target: 40) engaged in discussions on addressing key development challenges. Eighty-five per cent of participants (biennial target: 70 per cent) indicated that ESCAP activities improved understanding of regional cooperation as an approach for pursuing the development priorities of the subregion, including addressing their gender dimensions.

*(b) Strengthened knowledge-sharing and partnerships among ESCAP member States, civil society and other relevant development partners in East and North-East Asia to address priority issues, with a particular focus on green economy (in the context of sustainable development and poverty eradication), nature and marine conservation, transboundary air pollution, inclusive development through leveraging the skills and knowledge of older persons, women, youth and persons with disabilities, trade and transport facilitation, disaster risk reduction and disaster risk management, addressing the gender dimensions in all areas and for the achievement of internationally agreed development goals*

519. ESCAP made significant progress in strengthening knowledge-sharing and partnerships among member States, civil society and other relevant development partners in East and North-East Asia. With a view to enhancing transport connectivity, ESCAP provided a platform for the subregional stakeholders to discuss ways of coordinating the various national initiatives and to share knowledge on sustainable transport programmes. ESCAP also engaged new partners in knowledge-sharing on development cooperation in North-East Asia. Eighty-five per cent of participants (biennial target: 70 per cent) indicated that ESCAP activities had increased their access to knowledge and information relevant to addressing priority issues in East and North-East Asia, including their gender dimensions. Eight partner institutions from East and North-East Asia (biennial target: 4) collaborated in knowledge-sharing and partnership-building activities facilitated by ESCAP.

### Component 3
### Subregional activities for development in North and Central Asia

*(a) Enhanced capacity of ESCAP member States in North and Central Asia to formulate and implement inclusive, equitable and sustainable development policies and programmes that address the development priorities of the subregion and are gender-responsive*

520. ESCAP enhanced capacity in policymaking and coordination of its member States in North and Central Asia by organizing subregional capacity-building seminars and undertaking analytical work in areas such as migration, statistics, ICT connectivity, disaster risk reduction and financial inclusion for economic diversification. In 2016, the Governing Council of the United Nations Special Programme for the Economies of Central Asia adopted the Ganja Declaration on Strengthening Implementation of the Sustainable Development Goals through Enhanced Cooperation, which strategically repositioned the Special Programme as a platform for promoting policy coordination and coherence among its member countries for the implementation of the 2030 Agenda. Overall, 85 per cent of participants (biennial target: 85 per cent) indicated an enhanced capacity to formulate and implement inclusive, equitable and sustainable development policies and programmes that address the development priorities of the subregion and are gender-responsive, owing to ESCAP initiatives.

*(b) Strengthened knowledge-sharing and partnerships among ESCAP member States in North and Central Asia, regional organizations, civil society and other relevant development partners to address priority issues for inclusive, equitable and sustainable development and achievement of internationally agreed development goals*

521. ESCAP, in cooperation with the ECE, organized the Economic Forum on Enhanced Implementation of the Sustainable Development Goals through Cooperation of the United Nations Special Programme for the Economies of Central Asia, as well as the eleventh session of the Governing Council of the Special Programme, in Ganja, Azerbaijan. There were over 80 participants in the meetings, including high-level government representatives. The Governing Council adopted several decisions and the Ganja Declaration on Strengthening Implementation of the Sustainable Development Goals through Enhanced Cooperation based on the recommendations from the Economic Forum. Eighty-three per cent of ESCAP member States in North and Central Asia indicated that collaboration in addressing key subregional priority areas to support the achievement of internationally agreed development goals, including the Sustainable Development Goals, had increased (biennial target: 80 per cent). In addition, 10 partner institutions (biennial target: 8) from ESCAP member States participated in knowledge-sharing activities facilitated by ESCAP.

### Component 4
### Subregional activities for development in South and South-West Asia

*(a) Enhanced understanding and capacity of policymakers of ESCAP member States in South and South-West Asia to formulate and implement policies to foster regional cooperation to address key development priorities and achieve internationally agreed development goals, including those relating to gender equality and empowerment, and with special reference to countries with special needs*

522. Making the most of multiple high-impact intergovernmental platforms and building on its analytical work, ESCAP highlighted the criticality of the Sustainable Development Goals for the subregion as well as the importance of maximizing

synergies between interrelated goals, improving policy coherence and coordination and nurturing stronger partnerships and deeper regional cooperation and integration. It emphasized forward-looking policy recommendations and supported member States in articulating the subregion's specific priorities and implementation challenges and mainstreaming those in major regional forums. Over 85 per cent of participants (biennial target: 75 per cent) indicated an improved understanding of and capacity to pursue regional cooperation as an approach for pursuing the development priorities of the subregion, including addressing their gender dimensions. Fifteen references (biennial target: 10) to policy measures to foster regional cooperation in policy statements were made by member States from the subregion.

(b) *Strengthened knowledge-sharing and partnerships among member States, regional organizations, civil society and other relevant development partners to address key development priorities and close development gaps through regional cooperation in South and South-West Asia in support of the achievement of internationally agreed development goals, including the gender dimension*

523. ESCAP articulated key messages about top development priorities and challenges for the subregion to support the comprehensive implementation of the 2030 Agenda and ensured that subregional perspectives and analyses were included in ESCAP publications. More than 84 per cent of participants (biennial target: 70 per cent) indicated that the events organized by ESCAP had increased their access to knowledge and information relevant to their engagement in regional cooperation. During the biennium, there were over 180 references and citations in the media and downloads of ESCAP key outputs, proposals and activities in South and South-West Asia (biennial target: 120).

### Component 5
### Subregional activities for development in South-East Asia

(a) *Enhanced capacity of ESCAP member States in South-East Asia to formulate and implement inclusive, equitable and sustainable development policies and programmes that address their key development challenges, with particular focus on least developed and landlocked developing countries, within the framework of ASEAN-United Nations partnership*

524. Cambodia, the Lao People's Democratic Republic, Myanmar and Viet Nam have continued to integrate into the ASEAN Economic Community and reduce development gaps for the achievement of the Sustainable Development Goals. They are also in the process of integrating the Sustainable Development Goals into their national policies, with the full involvement of the private sector and other stakeholders. Eighty-three per cent of participants in ESCAP activities in the subregion indicated enhanced capacity to formulate and implement inclusive, equitable and sustainable development policies and programmes that address their key development challenges, including gender inequality and poverty (biennial target: 70 per cent).

(b) *Strengthened partnerships and knowledge-sharing among member States, regional organizations, civil society and other relevant development partners in South-East Asia in priority areas in support of the achievement of the internationally agreed development goals, including gender equality*

525. ESCAP supported and facilitated collaborative initiatives among member States, civil society and other development partners, including in areas such as Sustainable Development Goals modelling, and maximizing the synergies between the Sustainable Development Goals and the Istanbul Programme of Action for the Least Developed Countries and the Vienna Programme of Action for Landlocked

Developing Countries. Through various engagements, ESCAP provided support to help policymakers overcome institutional constraints in order to facilitate cross-sectoral collaboration, which is a basic tenet for the achievement of internationally agreed development goals, including the Sustainable Development Goals. Overall, ESCAP successfully facilitated six collaborative initiatives (biennial target: 6) involving member States and other stakeholders to address priority areas of the subregion.

### Subprogramme 9
### Energy

*(a) Enhanced understanding by national government officials and other stakeholders of policy options and strategies to improve energy security and the sustainable use of energy*

526. With a view to enhancing understanding by national government officials and other stakeholders of policy options and strategies to improve energy security and the sustainable use of energy, ESCAP organized various activities, including multi-stakeholder dialogues to support the implementation of Sustainable Development Goal 7 through, for instance, work on pro-poor public-private partnerships for rural development to widen access to energy services. Seventy-two review articles and references to ESCAP publications, related materials and activities were made in policy-related literature and key media outlets (biennial target: 30), including the publications entitled *Towards a Sustainable Future: Energy Connectivity in Asia and the Pacific* and *Regional Trends Report on Energy for Sustainable Development in Asia and the Pacific 2016*. The Asia Pacific Energy Portal was launched to provide member States with a strong informational foundation for evidence-based policymaking; it has received over 17,000 unique visits (biennial target: 120).

*(b) Enhanced regional cooperation frameworks and networks of national Governments and major stakeholders with respect to policies and strategies on energy security and the sustainable use of energy, including their gender dimensions*

527. ESCAP collaborated with Governments and international organizations in the development of initiatives to foster the capacity of member States to enable the transition to a sustainable energy system through regional cooperation. Such regional cooperation initiatives will provide opportunities to identify sound policy responses based on each country's own challenges. In 2016, the Commission's efforts resulted in eight such initiatives (biennial target: 5), namely, the Group of 20 Energy Access Action Plan for the Asia-Pacific region, the Baku Call for Action to Achieve Energy-related Sustainable Development Goals, the exchange of memorandums of understanding with the Global Energy Interconnection Development and Cooperation Organization and the report of the Energy Access Forum — Powering Development in Asia-Pacific at the Singapore International Energy Week. ESCAP member States will be able to further capitalize on these initiatives to strengthen their capacity to make transitions towards a sustainable energy system.

## Section 20
## Economic development in Europe

**Highlights of programme results**

As a regional intergovernmental platform, ECE supported the implementation of the 2030 Agenda for Sustainable Development by promoting regional cooperation and integration through policy dialogue, normative work and technical cooperation. Highlights of ECE results include: the entry into force of the second amendment to the ECE Convention on Environmental Impact Assessment in a Transboundary Context, which further strengthened the legal framework for environmental impact assessment in the region (Sustainable Development Goals 3, 6, 7 and 15); the adoption of the globally applicable Specifications for Application of the United Nations Framework Classification for Resources to geothermal energy and bioenergy resources, which supported countries in moving towards sustainable energy production and consumption (Goal 7); the entry into force of amendments to the Convention on Road Traffic (1968), which paved the way for the deployment of automated driving technologies in new vehicles that comply with safety requirements specified by the United Nations vehicle regulations (Goal 11); and a new regulation on accident emergency call systems, which harmonized existing in-vehicle systems to automatically call emergency services in the event of a road accident. Road safety was improved by reducing response times for emergency treatment, which is one of the five pillars of the global Decade of Action for Road Safety (Goal 11).

**Challenges and lessons learned**

The 2030 Agenda provides a comprehensive framework for development cooperation. ECE is well placed to directly support member States in achieving 10 of the 17 Sustainable Development Goals. One challenge faced was translating the results of the ECE policy dialogue and normative work into action at the national level, which required increased technical assistance to member States. The negative trend in the ECE regular budget resources over the last three bienniums and the abolishment of nine regular budget posts in the biennium 2016–2017 had an impact on the ability of the Commission to assist member States. A significant amount of extrabudgetary resources will be required in 2018–2019 in support of the 2030 Agenda to address these challenges, which could make the level of assistance that can be provided unpredictable.

528. The above-cited results are based on the implementation of 94 per cent of 3,259 mandated, quantifiable outputs, compared with 93 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 30 in 2014–2015 to 8 in 2016–2017.

529. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 20)).

**Executive direction and management**

*(a) Programme of work is effectively managed and implemented*

530. ECE delivered 94 per cent of its overall mandated outputs (biennial target: 95 per cent) within established deadlines. As a follow-up to the OIOS programme evaluation of ECE and the OIOS audit of selected ECE subprogrammes, the Commission has implemented most of the actions agreed in the management response. In order to identify effective ways to mobilize extrabudgetary resources for its mandated work, including on the 2030 Agenda, ECE adopted a resource mobilization strategy and a related action plan. ECE adopted a framework for the engagement with the business sector to guide efforts to engage with the private sector towards the achievement of the Sustainable Development Goals. In order to ensure effective storage and use of technical knowledge generated by the organization, ECE adopted a knowledge management strategy and a related implementation plan. ECE

also revised the Directive on the Establishment of Agreements and Management of Extrabudgetary Resources to strengthen governance and accountability for the management of extrabudgetary funds.

*(b) Enhanced coherence and coordination of programme delivery at the global, regional and country levels*

531. Six new initiatives (biennial target: 5) to increase coherence and coordination at the global, regional and country levels were implemented. The Regional Forum on Sustainable Development was convened in May 2016 and April 2017 to follow up on the Sustainable Development Goals. Joint work with the regional United Nations system in Europe and Central Asia resulted in inter-agency reports on the Millennium Development Goals-Sustainable Development Goals transition and on action to implement the 2030 Agenda. The practice of holding joint meetings of the Regional Coordination Mechanism and the United Nations Development Group for Europe and Central Asia was initiated in 2016 and continued throughout 2017, ensuring an integrated and coherent approach to the achievement of the Sustainable Development Goals by the United Nations entities in the region. The ECE policy for gender equality and the empowerment of women for 2016–2020 was adopted. ECE participated in the roll-out of United Nations Development Assistance Framework guidance for the period 2017–2022 in five countries and contributed to the implementation of joint workplans in 17 programme countries.

*(c) Increased awareness of the work of ECE among member States*

532. During the biennium, the number of page views of the ECE website reached 24 million, as measured through Google analytics. This result is not comparable to the biennial target owing to a change in the methodology for measuring access to the website. ECE continued to expand the content and implement technical updates on the website. The use of ECE wikis and social media as an alternative to the public website sources of information has grown by 15 per cent, contributing to increased awareness of ECE work.

*(d) Strengthened gender mainstreaming in the work of ECE sectoral committees*

533. Gender mainstreaming was strengthened in 2016–2017, in line with the ECE policy for gender equality and the empowerment of women for 2016–2020 and the gender action plan for 2016–2017. Gender mainstreaming was discussed as an agenda item of three sectoral bodies (biennial target: 3): the Committee on Innovation, Competitiveness and Public-Private Partnerships (sessions in 2016 and 2017); the Working Party on Regulatory Cooperation and Standardization Policies (sessions in 2016 and 2017), a subsidiary body of the Steering Committee on Trade Capacity and Standards; and the Committee on Environmental Policy (2 sessions in 2017). Participants agreed on the importance of gender mainstreaming in international policy dialogue, national policy assessments, financial and regulatory environments, capacity-building, data collection and the development of gender-responsive standards. In the light of the adoption of the 2030 Agenda, they emphasized that gender equality was both a goal in itself and a means to achieve sustainable development.

### Subprogramme 1
### Environment

*(a) Improved response to environmental challenges by ECE constituencies*

534. An improved response to environmental challenges by ECE constituencies was achieved in the areas of green economy and air quality. Two new measures were taken

by ECE constituencies, which was in line with the biennial target. The Environment for Europe Ministerial Conference, held in Batumi, Georgia, in June 2016, endorsed the Pan-European Strategic Framework for Greening the Economy and launched the Batumi Initiative on Green Economy in support of countries' efforts to transition to green economy and achieve the related Sustainable Development Goals. By the end of 2017, 121 commitments had been made under the Initiative by 26 countries and 13 organizations. The Conference also endorsed the Batumi Action for Cleaner Air in support of countries' efforts to improve air quality and protect public health and ecosystems. A total of 108 commitments were made to the Batumi Action for Cleaner Air by 27 countries and 4 organizations.

### *(b) Strengthened implementation of ECE multilateral environmental commitments and increased geographical coverage*

535. The percentage of parties reporting progress in implementing the ECE multilateral environmental agreements reached 93 per cent (biennial target: 85) and the total number of parties to such agreements reached 319 (biennial target: 310) during 2016–2017. This result included 51 parties to the Convention on Long-range Transboundary Air Pollution; 41 parties to the Convention on the Transboundary Effects of Industrial Accidents; 41 parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes and 26 parties to the Protocol on Water and Health; 45 parties to the Convention on Environmental Impact Assessment in a Transboundary Context and 32 parties to the Protocol on Strategic Environmental Assessment; and 47 parties to the Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters and 36 parties to the Protocol on Pollutant Release and Transfer Registers. In addition, 15 non-parties from the region and 59 non-parties beyond the region reported implementation progress.

### *(c) Strengthened national capacity for environmental monitoring and assessment systems in the countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe*

536. A majority of the 17 target countries strengthened national capacity for environmental monitoring and made progress in enhancing environmental assessment systems. Fifty-four per cent of ECE recommendations on environmental monitoring were implemented (biennial target: 50), according to countries' responses to a survey and desktop research by the Commission in 2016. Five countries participated in piloting the Shared Environmental Information System assessment framework, which was developed in 2017 and launched at the end of the year. Fifteen countries improved online accessibility of environmental indicators and associated datasets in line with the ECE guidelines. Fourteen countries improved national methodologies for the majority of ECE indicators. Seven countries worked on projects to strengthen cooperation among institutions involved in monitoring and assessment. Eight countries made improvements to the related legislative framework. Ten countries reported improvements in their water, waste and air monitoring networks, ranging from updating methodologies to adding new parameters for monitoring and introducing new monitoring stations.

### *(d) Improved environmental performance of interested countries*

537. Progress in the environmental performance of countries reviewed during the biennium was uneven, with 53 per cent of the recommendations of the ECE environmental performance reviews implemented (biennial target: 65 per cent). Tajikistan implemented 75 per cent of the recommendations of the second environmental performance review, as identified during its third review, in 2016. The

country reported full or partial implementation of 36 of 48 recommendations and demonstrated improved environmental performance. Bosnia and Herzegovina implemented 26.3 per cent of the recommendations, as identified in its third review, in 2017, indicating a limited improvement in the country's environmental performance, with only 10 of 38 recommendations implemented. Albania implemented 51 per cent of the recommendations, as identified during its third review, in 2017, improving its environmental performance by implementing 24 of 47 recommendations. In general, recommendations requiring considerable financial resources or involving large areas of expertise or many actors usually took longer to implement.

### Subprogramme 2
### Transport

*(a) Strengthened legal and regulatory framework for international land (road, rail, inland waterway and intermodal transport) transport, transport infrastructure, border-crossing facilitation, transport of dangerous goods, vehicle construction and other transport-related services*

538. The share of legal instruments in force relative to the total number of agreed ECE legal instruments in the field of transport remained at 86 per cent (biennial target: 88), despite an increase in the total number of contracting parties by 23 as a result of ECE assistance to member States. Seven new regulations and 196 amendments to existing regulations were adopted (biennial target: 100) to improve vehicle safety and environmental performance, including regulations on quiet road transport vehicles and global technical regulations for powered two- and three-wheeled vehicles (crankcase emissions and on-board diagnosis systems). Six international legal instruments (biennial target: 6) were brought in line with the nineteenth revised edition of the United Nations Recommendations on the Transport of Dangerous Goods, including all major legal instruments governing international transport of dangerous goods by road, rail, inland waterway, air and sea.

*(b) Greater geographical coverage and more effective implementation of United Nations legal instruments and recommendations on transport administered by ECE*

539. As a result of ECE assistance to member States, the number of contracting parties to the 58 legal instruments on transport administered by ECE increased from 1,709 in 2015 to 1,732 in 2017 (biennial target: 1,710). The 23 new parties were China, Croatia, Cyprus (3 accessions), Estonia, France, Georgia (2 accessions), India, Iraq, Poland, the Republic of Moldova (2 accessions), the Russian Federation, San Marino, Saudi Arabia, Serbia, Slovenia (2 accessions), Turkey, Turkmenistan and Ukraine. ECE legal instruments on transport continued to attract new contracting parties, and the number of accessions in 2016–2017 was almost twice as many as in 2014–2015. To expand the geographical coverage of its legal instruments on transport, ECE strengthened cooperation with other regional commissions, in particular ECA and ESCWA. The number of monitoring mechanisms increased to eight (biennial target: 8), with the introduction of reports monitoring the progress towards the full implementation of the eTIR project.

*(c) Enhanced capacity in ECE member States, particularly in landlocked developing countries, for the development of the pan-European and transcontinental transport infrastructure and transport facilitation measures*

540. The number of contracting parties to the four key ECE transport agreements increased to 116 in 2017 (biennial target: 116) with the accession of Poland to the European Agreement on Main Inland Waterways of International Importance. A

greater number of countries participated in subregional transport infrastructure projects during the biennium: phase III of the Euro-Asian transport links project attracted 32 countries, and 25 countries participated in the ECE Trans-European North-South Motorway and Trans-European Railway projects (biennial target: 55). The three projects enhanced the capacity of participating countries to develop and improve transport infrastructure and connectivity; their relevance to participating countries and potential participating countries thus increased.

*(d) Strengthened capacity to implement relevant ECE legal instruments, norms and standards, in particular in the countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia*

541. ECE organized 36 training courses, seminars and workshops (biennial target: 29) to assist countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia in the development of sustainable transport systems to provide access and connectivity in an efficient, safe, secure and environmentally friendly way. These activities contributed to the strengthening of the capacity of member States to accede to and efficiently implement United Nations inland transport legal instruments, norms and standards, which is evident from the increase by 23 in the number of contracting parties to ECE legal instruments on transport during the biennium. The number of countries that have established road safety improvement targets increased to 45 (revised biennial target: 40).

### Subprogramme 3
### Statistics

*(a) Streamlined international statistical work*

542. Twenty-six international organizations contributed to the statistical work of the Conference of European Statisticians, which coordinates statistical activities in the ECE region (biennial target: 25). In order to improve inter-agency coordination and eliminate overlaps and gaps in statistical activities, ECE reviewed in-depth international statistical work in six statistical areas (biennial target: 5): (a) strategic partnerships; (b) diversification of census methodology; (c) using geospatial information; (d) measuring governance; (e) data integration; and (f) exchange and sharing of economic data. As a result, three task forces were set up to do follow-up work on strategic partnerships, develop guidance on register-based and combined censuses, and advance the exchange and sharing of economic data.

*(b) Updated and newly developed standards and recommendations to enhance international comparability of statistics*

543. More than 60 countries of the Conference of European Statistician endorsed 10 methodological recommendations (biennial target: 6) on: (a) human capital; (b) circular migration; (c) statistics related to ageing; (d) statistical legislation for Eastern Europe, the Caucasus and Central Asia; (e) poverty measurement; (f) a road map on statistics for the Sustainable Development Goals; (g) a set of indicators related to climate change; (h) the value of official statistics; (i) valuing unpaid household work; and (j) communication of population projections. As a follow-up, several member States are pilot testing the climate indicators, measurement of the value of official statistics and compilation of satellite accounts on education and training. The Conference of European Statisticians launched further work on legal frameworks of official statistics in the region, disaggregation of poverty measures and methodological guidance for the climate indicators. ECE carried out methodological work by drafting new guidelines and collecting good practices in 28 out of 55 statistical areas (biennial target: 27) of the Classification of International Statistical Activities.

*(c) Improved national capacities to implement international standards and recommendations in official statistics, including on international development goals and gender-sensitive indicators*

544. ECE carried out 13 subregional and national training workshops and undertook a number of advisory missions to improve the statistical capacity of countries with developing statistical systems, for monitoring progress towards the achievement of the Sustainable Development Goals, the development of national accounts, the provision of gender-sensitive indicators and the filling of gaps identified in the global assessments of national statistical systems. As indicated in surveys, 88 per cent of experts who took part in ECE training workshops in 2016 and 2017 considered the training to be of high quality and useful to their work (biennial target: 85 per cent). Six member States have developed a national strategy for sustainable development of statistics in line with the recommendations of the global assessments of their statistical systems (biennial target: 6 member States).

*(d) Improved availability and increased use of statistics from the ECE database, in particular related to international development goals, gender equality, key socioeconomic indicators and sustainable development in support of evidence-based policymaking in ECE member States*

545. During the 2016–2017 period, downloads of statistical data from the ECE statistical database grew by an estimated 32 per cent compared with 2014–2015. The share of downloads via mobile devices has also increased. It is estimated that the total downloads reached over 650,000 in 2016–2017, thus exceeding the biennial target of 600,000. The country overview tables were among the most actively used data, along with gender indicators. The user satisfaction surveys conducted in 2016–2017 showed that 88 per cent of users were satisfied with the quality, coverage and timeliness of data (biennial target: 80 per cent). Improvements made in the timeliness and reliability of data, along with the availability of quick statistics, maps, graphs and country rankings, have attracted new users.

### Subprogramme 4
### Economic cooperation and integration

*(a) Improved dialogue on promoting a policy, financial and regulatory environment conducive to sustained economic growth, innovative development and greater competitiveness*

546. Seven sets of policy recommendations, good practices and standards were prepared (biennial target: 5) on: (a) accelerating the adoption of innovations; (b) the innovation for sustainable development review of Belarus; (c) good governance in people-first public-private partnerships for the Sustainable Development Goals; (d) good practices and policy options on impact investing — financing innovation for sustainable development; (e) a zero tolerance approach to corruption in public-private partnership procurement; (f) the innovation for sustainable development review of Kyrgyzstan; and (g) the innovation for sustainable development review in the Central Asian region. Over 750 policymakers and national and international experts from the public and private sectors across the ECE region exchanged experiences during sessions of the Committee on Economic Cooperation and Integration and its subsidiary bodies. These events, as well as the innovation for sustainable development reviews of Belarus and Kyrgyzstan, resulted in the development of the above-mentioned policy recommendations.

*(b) Enhanced implementation of ECE recommendations on promoting a policy, financial and regulatory environment conducive to sustained economic growth, innovative development and greater competitiveness*

547. Feedback from member States at national workshops and policy advisory seminars shows that 13 new measures (biennial target: 12) to implement ECE policy recommendations, best practices and draft standards on innovation and public-private partnerships were undertaken in Armenia, Belarus, China, Georgia, Kazakhstan, Poland, the Republic of Moldova and Ukraine. The new measures included improvements to national legal frameworks, new and improved strategies and policy programmes on innovation and public-private partnerships and the creation of new institutions, in particular national public-private partnership units. Further progress was achieved on incorporating sustainable development aspects into national innovation and public-private partnership policies and programmes in line with ECE recommendations. In addition, Brazil and Saudi Arabia started implementing the ECE guidelines on zero tolerance for corruption in public-private partnership procurement. These measures were the result of national follow-up actions on recommendations contained in the ECE innovation for sustainable development reviews and policy advisory missions by the ECE Public-Private Partnerships Business Advisory Board.

*(c) Strengthened national capacity of countries in the region to promote good practices and implement ECE recommendations on a policy, financial and regulatory environment conducive to sustained economic growth, innovative development and greater competitiveness*

548. During the biennium, 14 events involving over 2,250 participants were organized to strengthen national capacity to promote good practices and implement policy recommendations on innovation and public-private partnerships (biennial target: 13). Of these, nine were national events in Armenia, Belarus, Kazakhstan, Kyrgyzstan, Poland, the Russian Federation, Ukraine, and also in China, organized in close cooperation with national government partners and intergovernmental organizations. Five events were international, benefiting policymakers and experts from several ECE member States, and also from South-East and East Asia. Events were increasingly structured to build capacity to create policy frameworks and implement programmes to facilitate the use of innovation and public-private partnerships to advance national development priorities.

### Subprogramme 5
### Sustainable energy

*(a) Improved policy dialogue and cooperation among all stakeholders on sustainable energy issues, in particular energy efficiency, cleaner electricity production from fossil fuels, renewable energy, coal mine methane, mineral resource classification, natural gas and energy security*

549. Fourteen recommendations on sustainable energy were agreed by the ECE Committee on Sustainable Energy (biennial target: 8). Of those, 10 were reflected in the workplans of the six subsidiary bodies of the Committee to facilitate support to member States in implementing the recommendations. As a result of ECE efforts to facilitate the implementation of sustainable energy measures, Azerbaijan, Georgia, Kazakhstan and Ukraine have begun to develop national energy plans that integrate renewable energy and energy efficiency concerns, and Poland has launched an international centre of excellence on coal mine methane. Ireland has taken steps to set up training centres in selected Irish communities, in line with the ECE Framework Guidelines on Energy Efficiency Standards in Buildings. The bridging document between the Russian Federation petroleum classification and the United Nations

Framework Classification for Resources has been adopted by the Russian Federation. This result meets the biennial target of six measures.

*(b) Increased awareness of the role of energy efficiency and renewable energy in achieving sustainable energy development*

550. Further progress was made in raising awareness of the role of energy efficiency and renewable energy in achieving sustainable energy development. Eight best practices on energy efficiency were identified (biennial target: 8) in a background paper prepared for the third session of the Group of Experts on Energy Efficiency entitled "Regulatory and policy dialogue addressing barriers to improve energy efficiency" (ECE/ENERGY/GE.6/2016/6). Renewable energy policies and practices of selected ECE member States (France, Germany, Turkey and the United States of America) were analysed and four best practices were presented (biennial target: 4) in a document prepared for the same session of the Group of Experts entitled "Key drivers for renewable energy within future energy systems–case studies (ECE/ENERGY/GE.7/2016/5). These best practices were discussed by the Groups of Experts on Energy Efficiency and on Renewable Energy and at the International Forums on Energy for Sustainable Development held in Baku (2016) and Astana (2017). These meetings, which involved over 1,000 participants, encouraged the secretariat to continue to facilitate the exchange of best practices on energy efficiency and renewable energy among member States.

*(c) Strengthened implementation of ECE recommendations/guidelines, best practices and other normative instruments for sustainable energy development*

551. Progress was made in strengthening the capacity of countries to implement the United Nations Framework Classification for Resources through the organization of eight capacity-building workshops and the dissemination of guidelines on social and environmental considerations. As a result, a total of 17 countries undertook case studies to implement the Framework Classification, bringing the total number of implementing countries to 31 (biennial target: 20 countries), including countries beyond the ECE region. Further progress was made in helping countries to gain knowledge on best practices with respect to coal mine methane. The revised Best Practice Guidance for Effective Methane Drainage and Use in Coal Mines was finalized and disseminated at 10 events (biennial target: 7), including 5 workshops in: China (147 participants); India (273 participants); Kazakhstan (37 participants); Poland (211 participants); and Switzerland (40 participants). As a result, 19 national case studies on coal mine methane were developed. International centres of excellence on coal mine methane were opened in China and Poland.

### Subprogramme 6
### Trade

*(a) Increased consensus on best practices and strengthened implementation of ECE recommendations, norms, standards, guidelines and tools for trade facilitation and electronic business*

552. ECE supported member States in implementing the WTO Trade Facilitation Agreement through the adoption of key recommendations on partnership, measuring efficiency, single window and aligned documents and e-business standards, such as data libraries, code lists and electronic messages. The number of new or revised ECE recommendations, standards or guidelines approved by member States reached 51 (biennial target: 22). ECE recommendations also support the Sustainable Development Goals, especially on sustainable fisheries (Goal 14), single window (Goals 8 and 17) and electronic messaging standards, notably on e-invoicing (Goal 17). ECE promoted these tools through active cooperation with the International

Organization for Standardization (ISO), the International Air Transport Association, ITU, the Organization for Security and Cooperation in Europe, the World Customs Organization and WTO, among others. Albania and Kyrgyzstan received ECE assistance to strengthen their capacity to implement trade facilitation measures. Over 2.5 million page views of ECE instruments for trade facilitation and electronic business were registered during the period 2016–2017, demonstrating the pertinence of these tools (biennial target: 0.9 million).

### *(b) Increased consensus on best practices and strengthened implementation of ECE recommendations, norms, standards, guidelines and tools for regulatory cooperation*

553. In the biennium 2016–2017, the number of new recommendations adopted by ECE (4 recommendations) was double the target for the biennium. Among them, the recommendation on standards and regulations for sustainable development will enhance the contribution of voluntary standards and regulatory frameworks to realizing Agenda 2030. In addition, member States adopted the recommendation on applying predictive risk management tools for targeted market surveillance and the updated versions of the recommendations on the creation and promotion of international agreements on conformity assessment and on recognition of conformity assessment procedures and results. The recommendations support Governments' efforts to establish, promote and implement conformity assessment procedures and to foster a culture of prevention of accidents on the basis of a structured assessment of risks, which will help Governments to avoid establishing procedures that are not justified on grounds of safety and public health.

### *(c) Increased consensus on best practices and strengthened implementation of ECE recommendations, norms, standards, guidelines and tools for agricultural quality standards*

554. The number of adopted and revised agricultural quality standards reached 39 (biennial target: 25). The total number of implementations by member States increased to 1,500 (biennial target: 1,000) owing to the harmonization efforts of the European Union as well the adoption of nuts and dried fruit, meat and seed potato standards by China, Kyrgyzstan, the Russian Federation, Slovenia, Tajikistan and Viet Nam, among others. The increased ECE capacity-building efforts, paired with new guidance material and initiatives on food loss reduction, traceability, a code of good practice, baseline quality for domestic and export markets and food quality, have strengthened the relevance and use of ECE recommendations on the quality of agricultural produce and sustainable production and consumption, within and outside of the ECE region. The number of opened pdf files (75,379), which exceeded the target of 45,000, attests to the increased relevance and use of the standards as a tool to foster the production and sale of high-quality foods.

### *(d) Enhanced national capacity of member States for the implementation of ECE recommendations, norms, standards, guidelines and tools*

555. As a follow-up to ECE country-specific studies on regulatory and procedural barriers to trade, the Governments of Albania, Belarus, Kazakhstan, Kyrgyzstan and the Republic of Moldova effected six actions (biennial target: 4) for implementing ECE recommendations, norms, standards, guidelines and tools in four areas: trade facilitation; standardization; regulatory cooperation; and quality assurance. The actions by the Governments drew on the evidence-based and results-oriented recommendations of the ECE studies, which were developed in consultation with public and private sector stakeholders and tailored to national contexts, in order to enable Governments to create synergies when implementing international standards

and norms in the four areas. ECE assisted the Governments in implementing their actions, including through capacity-building projects that were designed in cooperation with national stakeholders to support the successful implementation of the agreed-upon recommendations of the studies.

### Subprogramme 7
### Forestry and timber

*(a) Improved monitoring and assessment of the forest sector to support sustainable forest management*

556. Seventy per cent of ECE member States provided satisfactory responses (more than 80 per cent of requested data provided) to the ECE/FAO/International Tropical Timber Organization/Eurostat joint forest sector questionnaire (biennial target: 70 per cent). The member States response rates on qualitative and quantitative indicators of sustainable forest management (69 per cent and 70 per cent, respectively) also reached the targets. These should be considered interim results, however, because the next pan-European and collaborative forest resources questionnaires covering those indicators will be issued in 2018, as agreed by ECE, FAO and Forest Europe in 2016. Therefore, reporting on sustainable forest management in 2016–2017 was based on fragmentary, voluntary questionnaires (joint enquiries on wood energy and private forest ownership), which were more focused and did not cover the broad scope of sustainable forest management. The upcoming collaborative forest resources questionnaires will be more comprehensive.

*(b) Increased national capacity of countries of Eastern Europe, the Caucasus, Central Asia and South-East Europe in sustainable forest management*

557. Eight demand-driven capacity-building workshops were held in the reporting period (biennial target: 6): six workshops on criteria and indicators for sustainable forest management in the Caucasus and Central Asia and two workshops on wood energy and the forest sector outlook. Based on workshop evaluation results, 89 per cent of participants rated the events as useful for their work. Several countries indicated the need for continuing such activities in the future. The workshops covered areas that required special attention in the ECE region and included modules on green economy, policy development, criteria and indicators on sustainable forest management, the forest sector outlook and wood energy. These activities facilitated the exchange of best practices and showcased good examples from other countries.

### Subprogramme 8
### Housing, land management and population

*(a) Improved capacity for policy formulation and implementation in housing, urban planning and land administration*

558. During the biennium, two countries participated in ECE country profiles on housing and land management (Armenia (second country profile) and Kazakhstan), bringing the cumulative total to 28 countries (biennial target: 27). The country profiles provided concrete recommendations on improving national housing policies and legislation in Armenia and Kazakhstan. ECE issued guidance for implementation of the Geneva Charter on Sustainable Housing to support member States in applying the principles of the Charter and pursuing policies and actions towards the implementation of Sustainable Development Goal 11. The Geneva Ministerial Declaration on Sustainable Housing and Urban Development was adopted by the ECE member States in 2017. The Ministerial Declaration renewed member States' commitment to strengthening synergies and intergovernmental and cross-sectoral cooperation and to promoting the implementation of the 2030 Agenda, the New Urban

Agenda, the Geneva Charter on Sustainable Housing and other relevant global and regional commitments.

*(b) Strengthened implementation of ECE guidelines on housing, urban planning and land management*

559. Twenty-nine ECE advisory missions, workshops and seminars contributed to increased knowledge and improved implementation of sustainable policies related to housing, urban planning and land management. In addition, ECE developed guidelines for preparing national action plans on the implementation of recommendations contained in the country profiles on housing and land management and provided advice to member States on their use. As a follow-up, Serbia adopted a national action plan and Armenia updated its law on the management of multi-apartment buildings based on the implementation of their country profile recommendations. In order to promote access to adequate, safe and affordable housing for all in line with Sustainable Development Goal 11, Albania, Estonia and the United Kingdom of Great Britain and Northern Ireland established charter centres, in line with the ECE guidance for implementation of the Geneva Charter on Sustainable Housing. With regard to the number of member States that apply ECE guidelines on housing, urban planning and land management in their national policies, the biennial target of 29 was achieved.

*(c) Enhanced national formulation and implementation of evidence-based policies on population ageing, intergenerational and gender relations*

560. The target of at least three ECE member States introducing new policies on ageing in compliance with the Regional Implementation Strategy for the Madrid International Plan of Action on Ageing, 2002, was reached. Norway adopted a strategy for an age-friendly society in 2016. The Republic of Moldova introduced a plan of action for implementing the road map for mainstreaming ageing, 2016–2020. Slovenia adopted a comprehensive strategy for a long-lived society, focusing on employment and independent, healthy and safe living for all. These reforms were reported to the Working Group on Ageing. Other countries shared progress during the 2017 Ministerial Conference on Ageing in Lisbon. A peer evaluation of the implementation the road map was conducted in Armenia. Results from the active ageing index project and data from the Generations and Gender Programme offered evidence for policymaking on ageing. Three new policy briefs on ageing were published during the biennium.

## Section 21

## Economic and social development in Latin America and the Caribbean

### Highlights of programme results

The Economic Commission for Latin America and the Caribbean (ECLAC) continued to promote the advancement of a new development paradigm in order to achieve equality and environmental sustainability, and to advocate for the need for progressive structural change incorporating more knowledge into production, ensuring social inclusion and combating the negative impacts of climate change. ECLAC provided an analytical complement to the 2030 Agenda for Sustainable Development from the regional perspective by presenting the document *Horizons 2030: Equality at the Centre of Sustainable Development* at the thirty-sixth session of the Commission, held in Mexico City in May 2016. Moreover, in April 2017, ECLAC convened the first session of the Forum of the Countries of Latin America and the

Caribbean on Sustainable Development, a multi-stakeholder platform to follow up on the 2030 Agenda for Sustainable Development, in Mexico City. More than 370 training activities and technical cooperation missions led to the adoption of more than 60 actions, policies or programmes by the countries of the region in line with ECLAC recommendations. ECLAC enhanced the capacity of technical experts and policymakers through the holding of 100 expert group meetings and the dissemination of data and statistics. ECLAC managed and updated more than 30 programmes and databases, held more than 60 training courses and workshops with more than 2,900 participants and enriched the global debate with more than 250 publications, including its 6 annual flagship publications.

**Challenges and lessons learned**

Although the 2030 Agenda and the Sustainable Development Goals clearly reflect the breadth and urgency of global challenges and will be the focus of development policies, an analytical framework is still required to support member States in their implementation. The Sustainable Development Goals cannot be effectively implemented without the establishment and consolidation of specific implementation tools, which is something that remains to be done. In addition, collective action and multi-stakeholder coordination are essential in addressing environmental issues and reducing emissions. There is a need to broaden the structuralist tradition to place more emphasis on the environmental and global dimensions of economic development.

561. The rate of implementation of 583 mandated, quantifiable outputs was 97 per cent, which is the same rate as in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat increased from 15 in 2014–2015 to 18 in 2016–2017.

562. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 21)).

### Executive direction and management

*(a) Programme of work is effectively managed*

563. ECLAC continued to streamline processes and enhance accountability by fully implementing and stabilizing Umoja as the new enterprise resource planning system. Ninety-seven per cent of the total outputs (biennial target: 97 per cent) have been successfully implemented. As of December 2017, 100 per cent (biennial target: 100 per cent) of the available resources had been utilized. ECLAC continued to implement eight active Development Account projects, initiated five new projects and closed three projects. Twelve internal evaluations were successfully conducted, including eleven evaluations of Development Account projects and one review of the ECLAC/Germany bilateral cooperation programme.

*(b) Increased timeliness of submission of intergovernmental documentation*

564. All intergovernmental documents (biennial target: 85 per cent) were submitted six weeks in advance of the meetings, in accordance with General Assembly's requirements, including the main document presented at the thirty-sixth session of the Commission.

### *(c) Identification of emerging issues relevant to the region's development agenda*

565. ECLAC continued to act as a catalyst and leader in highlighting economic, social and environmental issues on the regional development agenda. In 17 instances (biennial target: 8) the secretariat brought important emerging issues relevant to the region's development agenda to the attention of member States in scheduled high-level meetings, including the thirty-sixth session of the Commission, the fourth Summit of Heads of State and Government of the Community of Latin American and Caribbean States (CELAC), the seminar on public planning and administration in the implementation of the 2030 Agenda, and the first session of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development.

### *(d) Enhanced policy coherence in the management of the economic and social activities of the United Nations*

566. ECLAC carried out 12 joint activities (biennial target: 7) with other entities, with the aim of enhancing policy coherence in the management of the economic and social activities of the Organization. ECLAC, in conjunction with UNITAR, the Governments of Colombia and Spain, UNDP and the Department of Economic and Social Affairs, organized the Latin America Learning Conference on a Holistic Implementation of the 2030 Agenda for Sustainable Development. The objective of the Conference was to promote inter-agency coherence to support policy integration and multi-stakeholder approaches for the Sustainable Development Goals in countries of the region.

### *(e) Enhanced public knowledge on the role of ECLAC in the promotion of the economic and social development of the Latin American and Caribbean region through public information activities*

567. ECLAC used traditional mass media and new social networks to disseminate information about its activities and products. Wide coverage of the launch of ECLAC flagship reports, regional conferences and events, including the first session of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development and other high-level meetings, such as meetings of various subsidiary organs of ECLAC, resulted in more than 29,000 clippings (biennial target: 4,200) in media outlets of the region. Produced in English, Portuguese and Spanish, ECLAC outreach materials provided newsworthy information, promoting the ECLAC brand and mission as a substantive think-tank that addresses development issues in the region. The Commission's website registered 9,500,290 sessions (biennial target: 3.7 million), and ECLAC recorded 636 887 followers (biennial target: 400,000) on Twitter, Facebook and Google+ and 2,709,608 views (biennial target: 1.8 million) on Flickr and YouTube.

## Subprogramme 1
## Linkages with the global economy, regional integration and cooperation

### *(a) Improved capacity of Latin American and Caribbean countries to participate effectively in global and regional value chains*

568. Eight national institutions (biennial target: 8) formulated or adopted trade and integration policies in line with ECLAC recommendations. The national institutions from Guatemala and Honduras evaluated the impact of a deepening customs union, and Ecuador and the Andean Community evaluated their export and productive diversification by analysing their value chains. As a result of three capacity-building workshops held in the Central American region, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama increased their capacity to implement trade facilitation measures. Countries in the region also benefited from relevant

publications of ECLAC, which covered economic relations between Latin America and the Caribbean and China. Ninety-three per cent of beneficiaries (biennial target: 91 per cent) of the flagship publication *International Trade Outlook for Latin America and the Caribbean* acknowledged having benefited from its analysis and policy recommendations on trade and export development.

*(b) Strengthened capacity of regional stakeholders to assess the impact on, and potential contribution of trade policy to, sustainable development, including poverty reduction, gender equality, job creation, internationalization of small and medium-sized enterprises and mitigation of climate change*

569. Fourteen institutions (biennial target: 14) acknowledged having benefited from ECLAC technical cooperation services designed to improve their capacities relating to trade and sustainable development. Examples include: development of a pilot programme for the environmental footprint of coffee using the European Union methodology in Honduras and assisting Costa Rica in designing policies that promote production linkages between the export sectors and the rest of the economy.

### Subprogramme 2
### Production and innovation

*(a) Strengthened capacity of Latin American and Caribbean Governments to formulate policies and strategies to transform the production structure through innovation and the dissemination of technology in the production matrix, and the creation of linkages between activities, firms and sectors*

570. Eight policies or measures (biennial target: 8) were adopted by countries aimed at enhancing the competitiveness of production structures. In Ecuador, the agricultural policy, the industrial policy 2016–2025 and the national strategy for change in the productive matrix were supported by ECLAC inputs. For instance, assistance provided by ECLAC resulted in: the design of smart specialization strategic programmes and the development of an investment strategy for the exportable technology service sector in Chile; the development of a digital agenda for 2016–2020 in the Dominican Republic; and the implementation of a new legal framework to foster small and medium-sized enterprises in Argentina. Eleven government authorities (biennial target: 11) acknowledged having benefited from ECLAC technical cooperation services or analytical inputs aimed at fostering the competitiveness of their business enterprises.

*(b) Strengthened institutional knowledge and capabilities of Latin American and Caribbean countries to foster the diversification of the production structure, a fall in the productivity gap with the developed economies, and encourage innovation and the incorporation of new technologies in production and management*

571. ECLAC encouraged the incorporation of new technologies in production and management by strengthening the institutional knowledge and capabilities of the region. On average, during the biennium, 93 per cent of workshop participants (biennial target: 93 per cent) acknowledged having benefited from ECLAC technical cooperation services to improve their capacities. A total of 93.3 per cent of participants in the seventh regional seminar on agriculture and climate change estimated that the topics covered were useful or very useful for their work. The Summer School in Development, New Technologies and Innovation, attended by 17 representatives of eight countries, received an average rating of four out of five for its contents and usefulness for their professional tasks. With respect to the publication *Foreign Direct Investment in Latin America and the Caribbean*, 88.4 per cent of the

readers (biennial target: 88 per cent) "strongly agreed" or "agreed" that they had benefited from its analysis and policy recommendations.

### Subprogramme 3
### Macroeconomic policies and growth

*(a) Increased awareness and understanding among policymakers and other stakeholders in Latin America and the Caribbean of current and emerging macroeconomic issues in a highly uncertain environment*

572. The Economic Development Division delivered relevant and timely analysis of macroeconomic trends and emerging issues to the region's policymakers through its flagship publications and non-recurrent reports. The positive impact was attested to by 87 per cent of readers (biennial target: 82 per cent), who responded in surveys that they or their institution had benefited from the analysis of macroeconomic issues in the publications. At the same time, the Division's publications were cited at least 13 times (biennial target: 11) in official government reports during the biennium, highlighting their positive contribution to increasing awareness and understanding of macroeconomic issues in the region.

*(b) Increased capacity of policymakers of Latin America and the Caribbean to evaluate, design and implement macroeconomic policies on the basis of comparative policy analysis that strengthen long-term economic growth and reduce economic and social vulnerability*

573. The Division delivered seminars and technical assistance that increased the capacity of policymakers in the region to evaluate, design and implement policies to address macroeconomic challenges. In particular, 99 per cent of attendees (biennial target: 86 per cent) in the Division's seminars and expert meetings considered the policy recommendations on macroeconomic issues to be "useful" or "very useful" for their work. In addition, 12 policies or measures (biennial target: 12) undertaken by the Governments in the region were in line with ECLAC recommendations and many were influenced by specific technical assistance from ECLAC. In the area of fiscal affairs, policies, measures or actions were identified in Argentina, Chile, Ecuador, Mexico (2 measures) and Panama (2 measures). In labour market policies, actions were identified in Chile, Colombia, the Dominican Republic (2 measures) and Ecuador.

### Subprogramme 4
### Financing for development

*(a) Improved capacity of policymakers and institutions in Latin America and the Caribbean to formulate and implement financial policies and financial instruments to generate and allocate domestic resources, and mobilize foreign resources for development, in the productive and social areas*

574. As a result of the efforts of the Financing for Development Division to improve the capacities of countries in the region to formulate and implement financial policies and instruments for development, five policy measures (biennial target: 5) were considered by policymakers in development banks, academia and the private sector in Argentina, Brazil, Colombia, Costa Rica, Ecuador, Mexico and Peru. Examples include improving the collaboration between development banks and commercial banks and improving and extending financial education. Through its publications, the Division contributed to knowledge on topics in the area of financing for development, such as the financial inclusion of small and medium-sized enterprises and innovative development banking practices. Seventy-seven per cent (biennial target: 77 per cent)

of readers reported that ECLAC publications were either "very useful" or "useful" for their work.

*(b) Strengthened capacity of Latin American and Caribbean policymakers and other stakeholders to contribute to the debate on reshaping the global and regional financial architecture with special reference to middle-income countries, official development assistance and innovative financing mechanisms*

575. As a result of technical assistance provided to Costa Rica, at least five of its ministries (biennial target: 5) (the Ministry of Planning, the Ministry of Public Education, the Ministry of Economics, Industry and Commerce, the Ministry of Finance and the Ministry of Labor and Social Security) embraced the structural gap approach developed by ECLAC as an alternative means to analyse the structural obstacles holding back sustained, equitable and inclusive growth for middle-income countries. The ministries are using the results of the structural gap analysis to promote the national and regional dialogue on the official development assistance aspect of the global financial architecture. Moreover, the Ministry of Planning and the Ministry for External Relations of Costa Rica are promoting the results of the analysis in their negotiations on international cooperation.

### Subprogramme 5
### Social development and equality

*(a) Enhanced capacity of the central or subnational governments in the region to formulate policies, plans and programmes that address the structural and emerging equality gaps affecting different socioeconomic and population groups, with an approach based on human rights, equality and sustainability*

576. A total of 10 social policies, plans or programmes (biennial target: 10) addressing the structural and emerging gaps of equality were adopted by the Governments of the region in line with ECLAC recommendations. The following policies, plans and programmes were positively impacted by ECLAC technical assistance: the national plan on social development in El Salvador, the poverty programme Tekopora in Paraguay, the e-health programme in Uruguay, the national and regional policies of the National Council of Culture and the Arts in Chile, the Advisory Council on Digital Policy for Education in Chile, the Connected Homes Programme in Costa Rica, the strategy for the eradication of poverty in El Salvador and the pilot project for the predictive model on child labour in Argentina, Jamaica and Peru. Eighty-two per cent of the readers who were surveyed (biennial target: 77 per cent) acknowledged that they had benefited from the analysis and recommendations contained in the *Social Panorama of Latin America*.

*(b) Strengthened technical capacity of social policy institutions to improve the social impact and efficiency of public action*

577. Seven institutions (biennial target: 6) requested technical assistance to improve their capacity in designing and implementing social policies. Thirteen stakeholders in the region (biennial target: 13) acknowledged having benefited from technical assistance to improve social actions towards the reduction of equality gaps. The Technical and Planning Secretariat of El Salvador thanked ECLAC for its assistance in the design of the strategy for poverty eradication. The Secretariat for Social Action of the Presidency of Paraguay, acknowledged the Commission's invaluable support in helping the Government to achieve its objectives, resulting in a better quality of life for people living in poverty.

### Subprogramme 6
### Mainstreaming the gender perspective in regional development

(a) *Strengthened capacity of countries in the region to implement gender equality policies in line with the regional consensus stemming from the Regional Conference on Women in Latin America and the Caribbean and other international agreements*

578. As a result of technical assistance provided by ECLAC, eight policy actions (biennial target: 8) were implemented in priority areas covered by the Gender Equality Observatory. Brazil established a law increasing the number of days for paternity leave to address the shared burden of care; Argentina established the national early childhood programme to promote care spaces and facilitate women's access to the labour market; Cuba promoted shared responsibility in families in the care of minor children; Paraguay approved the national plan against violence towards women, 2015–2020; Brazil launched a national plan on women and peace and security; Peru strengthened its legislation to fight gender-based violence; Guatemala approved the migration code, which constitutes a considerable advance in the recognition of migrant women; and Chile launched a new website on gender statistics, developed by using the conceptual framework of the Gender Equality Observatory.

(b) *Strengthened capacity of countries in the region to implement the agreements of the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to women's economic autonomy*

579. Eight policy actions (biennial target: 8) were implemented in response to the adoption of the Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030: Paraguay promulgated a law to promote and guarantee the economic, social, political and cultural rights of rural women; El Salvador developed a policy to eradicate gender inequalities in the education system; Suriname ratified the International Labour Organization (ILO) Equal Remuneration Convention, 1951 (No. 100), and Discrimination (Employment and Occupation) Convention, 1958 (No. 111); Honduras established a labour inspection law to guarantee women's work during pregnancy and lactation; Mexico adopted legal reforms to establish wage discrimination as a type of economic violence; Argentina created the National Institute of Women; and Chile eliminated gender discrimination in its army. Furthermore, six stakeholders (biennial target: 6) in Argentina, Chile, El Salvador, Mexico and Paraguay acknowledged having benefited from ECLAC technical assistance to support the implementation of the Montevideo Strategy in areas such as equity plans, time-use surveys, gender indicators and urban development and care policies.

### Subprogramme 7
### Population and development

(a) *Increased capacity of Latin American and Caribbean stakeholders concerned with population and development issues to monitor population trends and address population and development issues with a gender-sensitive approach, for use in sociodemographic policies and programmes*

580. Fifty stakeholders (biennial target: 50) used demographic knowledge and information on population and development generated by ECLAC. The national statistical offices in Bolivia (Plurinational State of), Chile, Cuba, the Dominican Republic, Guatemala, Haiti, Honduras, Peru and Uruguay used ECLAC methodologies and tools in the preparation, conduct and evaluation of population and housing censuses. Health ministries received support in sexual and reproductive

health. More than 175 experts from 19 countries participated in workshops that increased their capacity to incorporate population issues into public policies and support the monitoring of international agreements and 79 officials developed capabilities in data-processing methods. A total of 74.2 per cent of beneficiaries (biennial target: 74 per cent) recognized having benefited from ECLAC technical cooperation in the monitoring of population trends and addressing population and development issues for sociodemographic policies and programmes.

*(b) Increased technical capacity of Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Programme of Action of the International Conference on Population and Development and the regional agenda on population and development for Latin America and the Caribbean, as agreed in the Montevideo Consensus on Population and Development, and other international agreements related to those issues*

581. As a result of the technical assistance provided under the subprogramme, 50 Governments (biennial target: 50) adopted policies, measures or actions to monitor and implement the recommendations and objectives of the regional agenda and the international agreements. Argentina, Brazil, Colombia, Ecuador, Guatemala, Mexico, Paraguay and Venezuela (Bolivarian Republic of) made advances in improving sexual and reproductive health. Argentina, Ecuador, Honduras, Nicaragua and Peru implemented programmes to prevent HIV and sexually transmitted diseases. Honduras and Mexico implemented measures related to the prevention of pregnancy in adolescents, and Chile, Guatemala, Honduras, Mexico, Peru, Uruguay and Venezuela (Bolivarian Republic of) implemented measures related to the rights of indigenous people and people of African descent and interculturality. In addition, a number of countries introduced legislation, policies and programmes in favour of older persons, including Argentina, Belize, Bolivia (Plurinational State of), Chile and Costa Rica. Costa Rica and Chile included recommendations on disability in their laws, policies and programmes.

### Subprogramme 8
### Sustainable development and human settlements

*(a) Increased capacity of Latin American and Caribbean countries to integrate sustainability criteria in development policies and measures, particularly in relation to sustainable development, climate change adaptation and mitigation measures and human settlements*

582. As a result of technical assistance, 13 policies or measures (biennial target: 12) were adopted on sustainable development, climate change and human settlements. Environmental performance reviews were carried out for Chile and Peru. Chile, Costa Rica and Venezuela (Bolivarian Republic of) developed proposals for measuring public environmental expenditure. Uruguay defined its national policy on climate change. Colombia included a greenhouse gas emission rate in its tax reform proposal. Colombia, Costa Rica and Paraguay set their commitments for reducing greenhouse gas emissions, and Ecuador is implementing a classification of environmental policy expenditures. The Dominican Republic and Guatemala benefited from ECLAC recommendations on fiscal policy measures. The Forum for Consultation and Coordination among the Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean, jointly with ECLAC, proposed a regional action framework. Eighty-nine per cent (biennial target: 70 per cent) of the beneficiaries of the activities of the subprogramme acknowledged having benefited from the analysis on sustainable development, climate change and human settlements.

(b) *Enhanced capacity of the Governments of the region and other stakeholders to follow up on and make progress in the implementation of international agreements relating to sustainable development, climate change and human settlements*

583. Twelve Governments and stakeholders (biennial target: 12) made progress in the implementation of international agreements related to sustainable development. Technical assistance was provided to Colombia, Costa Rica, the Dominican Republic, Ecuador and Paraguay to implement the Paris Agreement on climate change. Costa Rica received capacity-building with respect to principle 10 of the Rio Declaration on Environment and Development. In the meeting of the Negotiating Committee of the Regional Agreement on Access to Information, Participation and Justice in Environmental Matters (Principle 10 of the Rio Declaration) in Latin America and the Caribbean, progress was made in the negotiation of several articles and on access to information and participation and justice in environmental matters. Saint Lucia joined the Negotiating Committee. The Sustainable Development and Human Settlements Division helped draft the Toluca Declaration, adopted at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) regional meeting for Latin America and the Caribbean, which served as a regional input for the Conference. A regional action plan for the implementation of the New Urban Agenda in Latin America and the Caribbean, 2016–2036, was adopted at the most recent meeting of the General Assembly of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean. El Salvador, Mexico and Panama benefited from the experience of Peru in the implementation of the Paris Agreement in relation to public investment.

### Subprogramme 9
### Natural resources and infrastructure

(a) *Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services*

584. As a result of technical assistance from the Natural Resources and Infrastructure Division, 11 policies, measures or actions (biennial target: 11) were adopted by countries in the region: the integrated management plan for climate change for ports of Colombia, which was jointly developed with ECLAC; two actions developed with the Federal Trade Commission of Haiti focused on the implementation of public policies to benefit the modernization of land transport; the public policy of mobility, logistics, transport and ports in El Salvador; the national energy agenda in Ecuador; the law on mobility, ground transport and road safety in the Dominican Republic; the national logistics and mobility policy for Belize; and ongoing technical assistance with respect to water laws in Costa Rica and Mexico and inland navigation in Peru. Nine stakeholders (biennial target: 9) acknowledged having benefited from ECLAC technical cooperation services to improve their work, including the National Agency for Waterway Transportation of Brazil and the Ministry of Electricity and Renewable Energy of Ecuador.

(b) *Enhanced policy harmonization and coordination and sharing of best practices at the subregional and regional levels on sustainable management of natural resources and the provision of public utilities and infrastructure services*

585. Twenty-eight public, non-governmental and academic institutions (biennial target: 28) took action to harmonize or coordinate policies for the management of natural resources and accepted ECLAC recommendations on issues related to water

security, sustainable water management, the regional energy matrix, governance of transport and logistic integration. The institutions enacting those recommendations included universities, sector-specific commissions and regulatory entities, and regional mechanisms. The Division coordinated with countries of the region to establish long-term strategies and policies to strengthen the role of the State with respect to the use of natural resources to achieve economic, environmental, social and institutional sustainability.

### Subprogramme 10
### Planning of public administration

*(a) Strengthening of capacities in the countries of Latin America and the Caribbean in matters of planning and public administration for development with a regional perspective and gender sensitivity*

586. Technical assistance provided under the subprogramme to support countries in their planning and public management led to the initiation or improvement of 10 national planning processes (biennial target: 10) in public agencies from Argentina, Costa Rica, Chile, the Dominican Republic, El Salvador, Guatemala, Honduras and Mexico. Technical support was provided to planning authorities in the development of a national strategy for the implementation of the 2030 Agenda in Guatemala and Honduras. In Costa Rica, assistance was provided to develop an "open justice" strategy of the judiciary. A total of 22 international, 19 national and 5 distance-learning/online courses were organized. More than 450 surveyed participants (biennial target: 400) in international courses indicated that they had benefited from training activities. Eighty-four per cent (biennial target: 83 per cent) of surveyed readers of publications acknowledged that they had benefited or would benefit from the publications as references or support in public policy implementation.

*(b) Improvement in coordination and exchange of best practices and cooperation among Governments in the region and other stakeholders in matters of development plans and strategies*

587. ECLAC supported regional intergovernmental bodies in planning and public management to improve the coordination and exchange of best practices among Governments in the region, resulting in the participation of 20 agencies and public organizations (biennial target: 16) in seminars and networks supported by the subprogramme. This included national departments and authorities of planning from Colombia, Ecuador and Guatemala, the Planning and Budget Office of Uruguay, the Planning Institute of Jamaica and ministries of planning and economic development of Belize and Costa Rica. Other agencies and organizations participated in networks such as the Latin American Network of Public Policies for Regional Development, the Planning Network, the Network of Directors of National Public Investment Systems and the Open Government Partnership. Eighty-nine per cent of participants (biennial target: 80 per cent) in forums supported by the subprogramme acknowledged that they had benefited from its activities, which helped them to improve their skills and competencies.

### Subprogramme 11
### Statistics

*(a) Progress in the implementation of the decennial strategic plan of the Statistical Conference of the Americas*

588. The implementation of the decennial strategic plan of the Statistical Conference of the Americas made further progress; actions taken covered 70 per cent (biennial target: 70 per cent) of the specific goals described in the plan. The 14 working groups

created at the fifteenth meeting of the Executive Committee of the Statistical Conference of the Americas developed seven diverse products and activities (biennial target: 7) that have been well-aligned with the strategic plan. In addition, the region was the first to implement a coordination mechanism for discussing indicators for the Sustainable Development Goals and their implementation, and has developed a regional indicator framework. The Statistics Division supported the implementation of these activities, resulting in comprehensive coverage of a number of subject areas, an increase in the number of products developed by the working groups and better and more coordinated statistical cooperation among countries and with regional and international organizations.

*(b) Increased technical capacity of Latin American and Caribbean countries to monitor economic, social and environmental trends and to formulate evidence-based policies*

589. During the biennium, as a result of the technical assistance provided, 12 countries made significant progress towards compliance with the 2008 System of National Accounts and satellite accounts and recommendations on environment statistics, bringing the implementation rate to 55 per cent (biennial target: 55 per cent). Ten relevant actions (biennial target: 10) were taken. For instance, Argentina, Cuba and Paraguay strengthened their national accounts; Curacao improved the calculation of annual GDP at constant prices; the Dominican Republic implemented a continuous employment survey; and Uruguay disseminated the new balance of payments. The statistical portal of ECLAC continued be updated with metadata and new facilities, registering more than 6 million downloads (biennial target: 1.3 million). The *Statistical Yearbook for Latin America and the Caribbean* registered 76,213 downloads.

### Subprogramme 12
### Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

*(a) Strengthened institutional capacity of the countries in the subregion to address economic and social issues, particularly regarding multidimensional equality (including gender, ethnicity and territory) and poverty reduction*

590. Twenty institutions (biennial target: 12) considered ECLAC analysis and policy recommendations on social and economic development. The central banks of Costa Rica, the Dominican Republic, El Salvador, Honduras and Mexico considered recommendations on access to finance by rural producers. The central banks of Costa Rica, the Dominican Republic, Nicaragua and Panama constructed input-output matrices. Seventeen key stakeholders (biennial target: 14) acknowledged having benefited from assistance for economic and social policymaking: Haiti created an economic performance index; four ministries of economy strengthened national value chains; Nicaragua undertook its household income and expenditure survey; Panama was assisted in forecasting macroeconomic variables; the State of Oaxaca was assisted on the rights of migrants; El Salvador was assisted in social development; the city of Saltillo, Mexico, was assisted in the prevention of gender violence in public transport; and five institutions were assisted with the challenges of implementing the 2030 Agenda.

*(b) Increased technical capacity of the countries in the subregion to design and evaluate policies and measures for economic development and structural change, trade and integration, and sustainable development, including energy, agriculture and climate change*

591. Thirty institutions (biennial target: 20) used ECLAC analysis in the formulation of policies and measures: Costa Rica and Guatemala used ECLAC methodology to enhance value chains; the Central American Integration System incorporated ECLAC recommendations in its efforts to integrate intermittent renewable sources in the national electricity networks; the energy and environmental authorities of the Dominican Republic and Panama assessed the effects of climate change on water resources; and the Dominican Republic considered ECLAC inputs for the launch of its national biomass network. Twenty-four stakeholders (biennial target: 24) in the Dominican Republic, El Salvador, Guatemala and Panama acknowledged having benefited from ECLAC services in the areas of economic development and structural change. These included the Permanent Secretariat of the General Treaty on Central American Economic Integration and the Council of Ministers for Economic Integration of the Central American region, which were provided with support on assessing the economic effects of the creation of the Guatemala-Honduras customs union.

### Subprogramme 13
### Subregional activities in the Caribbean

*(a) Improved capacity of countries in the subregion to address economic, social and environmental development issues*

592. Twelve policies or measures (biennial target: 12) were formulated or adopted by countries of the Caribbean subregion. ECLAC support led to the development of national energy policies in the Cayman Islands, Saint Lucia and Saint Vincent and the Grenadines and to the adoption of strategies for the financing of energy efficiency and renewable energy projects in Dominica, Martinique and Saint Lucia. In addition, ECLAC developed a national data gathering facility within its knowledge society tool kit, which was adopted by Caribbean member States and regional organizations. A national yachting policy was developed in Saint Kitts and Nevis, and a strategy for the development of specific service sectors was provided to the Government of Grenada. Nine government institutions (biennial target: 9) acknowledged having benefited from ECLAC products and services to promote development.

*(b) Improved institutional capacity in countries of the subregion to follow up on the major international agreements in the economic, social and environmental fields*

593. As a result of ECLAC interventions, 14 policies or measures (biennial target: 11) were adopted or updated to follow up on the major international agreements in the economic, social and environmental fields. Within the implementation framework of the Sustainable Development Goals and the small island developing States agendas, the Technical Advisory Committee of the Regional Coordination Mechanism for the Implementation of the Mauritius Strategy for the Further Implementation of the Barbados Programme of Action for the Sustainable Development of Small Island Developing States, at its seventh meeting, adopted ECLAC recommendations to undertake an in-depth analysis of the mechanics of strengthening the Coordination Mechanism. In order to support member States in their commitment to build resilience to disasters through improved preparedness for disaster response — as articulated in the Sendai Framework for Disaster Risk Reduction 2015–2030–ECLAC conducted several national and regional training courses in Latin America and the Caribbean. As

a result, capacity was built in 13 countries to conduct post-disaster assessments using the ECLAC-developed damage and loss assessment methodology.

*(c) Enhanced subregional dialogue, cooperation and collaboration in the Caribbean to address economic, social and environmental development issues*

594. Thirteen Caribbean institutions (biennial target: 10) actively engaged in regional dialogue and cooperation mechanisms coordinated by ECLAC during the biennium. At the twenty-sixth session of the Caribbean Development and Cooperation Committee, ECLAC facilitated discussions on the debt relief proposal that led to the identification of strategies to resolve the issue of Caribbean indebtedness by the Caribbean Community, the Commonwealth Secretariat, the Eastern Caribbean Central Bank and the Organization of Eastern Caribbean States. In May 2017, the Monitoring Committee of the Caribbean Development and Cooperation Committee brought together representatives from 6 institutions and 16 Governments to explore innovative ways to promote Caribbean growth and development. The technical meeting to examine the economic autonomy of women in the Caribbean engaged seven members of the Committee, representatives of the United Nations system and three academic and non-governmental organizations. Six institutions formed the core group of the task force established to advance the ECLAC "debt for climate adaptation swaps" initiative.

### Subprogramme 14
### Support for regional and subregional integration and cooperation processes and organizations

*(a) Improved capacity of regional and subregional mechanisms to deepen their integration processes and promote their convergence*

595. Six technical and substantive inputs (biennial target: 6) provided by the Commission were used to facilitate regional debate on sustainable development. Technical support was provided to CELAC in the form of annual action plans and technical inputs for the meetings of national coordinators and foreign ministers, as well as publications. The Commission also provided support to the Union of South American Nations by publishing a document entitled "UNASUR: fostering South American integration through sustainable development and cooperation". In order to promote the integration processes, ECLAC supported eight joint initiatives (biennial target: 8). The secretariat of the Commission provided technical support on three key issues to El Salvador in its capacity as pro tempore Chair of CELAC: food and nutritional security within the framework of the CELAC Plan for Food and Nutrition Security and the Eradication of Hunger 2025, South-South and triangular cooperation, and the link between these two topics and the follow-up to the 2030 Agenda.

*(b) Enhanced political dialogue of regional and subregional schemes with third parties and extraregional actors*

596. Four technical and substantive inputs (biennial target: 4) were provided by the Commission to facilitate regional dialogue with third parties. ECLAC provided support to CELAC in exploring its cooperation with the Republic of Korea on innovation and internationalization strategies for small and medium-sized enterprises and on trade relations with the Russian Federation. In addition, ECLAC and the European Union-Latin America and the Caribbean Foundation developed a joint publication, *The European Union and Latin America and the Caribbean vis-à-vis the 2030 Agenda for Sustainable Development: the Environmental Big Push*, which was presented during the meeting of foreign ministers and the meeting of high-level officials of CELAC and the European Union. CELAC has requested support for the exploration of its cooperation with Europe, China and Turkey. Four regionally agreed

positions (biennial target: 4) were presented in global forums or summits with technical support from ECLAC.

## Section 22
## Economic and social development in Western Asia

**Highlights of programme results**

ESCWA contributed to stronger engagement of member States in the implementation and follow-up and review of the 2030 Agenda for Sustainable Development. In addition to direct technical support at the country level, capacity development and knowledge-building efforts, the Arab Forum for Sustainable Development (2016 and 2017) provided Governments and key stakeholders with a regional platform for peer learning and dialogue on development priorities. Through strategic partnerships with the League of Arab States, ESCWA contributed to the growing interest of Arab States in reporting progress on the Sustainable Development Goals, as reflected in the significant increase in voluntary national reviews. For example, a project to strengthen government capacity to respond to the needs of youth targeted Jordan, Kuwait and Tunisia. A high-level panel addressed illicit financial flows and the adverse implications of cross-border movement of illicit financial flows. ESCWA adapted the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women to national institutions, resulting in the piloting of the first Arab accountability framework in Jordan.

In recognition of its research excellence, ESCWA was invited to present its work in many forums and major publications.

**Challenges and lessons learned**

The main challenge for ESCWA continues to be political and security instability in the region. Although it has become increasingly difficult to engage in medium- and long-term results-oriented development initiatives in countries with uncertain security conditions, ESCWA has begun projects to engage in development dialogue in Libya, the Syrian Arab Republic and Yemen. ESCWA also faced limitations on hosting meetings in Beirut, given travel restrictions from several member States, which increased unpredictably the cost of operations. Despite these obstacles, ESCWA has learned to be flexible and adaptable to changing conditions. ESCWA will continue to excel in programme delivery despite these obstacles and will plan for the kind of contingency that the current political situation requires.

597. The above-cited results are based on the implementation of 99 per cent of 442 mandated, quantifiable outputs, compared with 99 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat increased from 46 in 2014–2015 to 62 in 2016–2017 (see para. 79 above).

598. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 22)).

### Executive direction and management

*(a) ESCWA programme of work is effectively managed*

599. ESCWA worked on improving its effectiveness in managing its programme of work. The Commission's evaluation strategy continued to guide the evaluations of five Development Account projects for the biennium 2016–2017. The United Nations

System-wide Action Plan on Gender Equality and the Empowerment of Women was followed in conducting those evaluations. The conduct of the twenty-ninth session of the Commission was successfully evaluated, capturing the views of member States on the work of ESCWA. In addition, ESCWA successfully used newly deployed administrative systems and initiatives, such as Umoja and the ICT strategic road map for the United Nations. ESCWA delivered 98 per cent of programme outputs, exceeding the target for the biennium

### *(b) Increased timeliness of submission of documentation*

600. ESCWA finalized the parliamentary documentation well ahead of meetings. For example, documentation for the twenty-ninth session of the Commission was distributed, on average, four weeks ahead of the session. Delegates expressed their satisfaction with the timely issuance of documents through the completed evaluation form; the timeliness of the distribution of documents received a rating of 4.29 on a 5-point scale, with 85 per cent of all parliamentary documents submitted to member States by the six-week deadline. This was supported by the revamping of the ESCWA website and greater reliance on electronic means of delivery for documents.

### *(c) Identifying and addressing emerging issues that require attention by member States*

601. ESCWA continued to align itself with emerging regional and global priorities and to respond to recommendations raised by its members during intergovernmental meetings. In this context, ESCWA addressed key emerging issues in the region at its twenty-ninth session, held in December 2016 in Doha under the theme "Implementation of the 2030 Agenda for Sustainable Development in the Arab Region". The discussions culminated in the adoption of the Doha Declaration on the Implementation of the 2030 Agenda for Sustainable Development, which provides a road map for Arab States to implement the 2030 Agenda. In 2016, ESCWA was assigned explicit and implicit mandates to assist its member States in integrating the three dimensions of sustainable development, to provide technical support for implementation of the Sustainable Development Goals through effective leveraging of the means of implementation and to facilitate effective follow-up and review. In this regard, ESCWA succeeded in raising critical issues of the region on more than eight occasions, exceeding the target set for the biennium.

### *(d) Enhanced policy coherence in the management of the economic and social activities of the United Nations*

602. ESCWA continued to play the convener role for the Regional Coordination Mechanism for Arab States. The Mechanism is an important platform for enhanced policy coherence among United Nations entities. In December 2016, it convened its twenty-second meeting, which focused on ensuring effective coordination in supporting member States in implementing the 2030 Agenda and on priority activities for regional coordination in four areas of work: research and knowledge products; regional consultations and meetings; capacity-building and advisory services; and advocacy and awareness-raising. The Mechanism also agreed to prepare a calendar of events planned by its members related to the 2030 Agenda. In addition, the working groups of the Mechanism on the 2030 Agenda and on international migration and the task force on Sustainable Development Goals data each held one meeting. In 2016–2017, ESCWA increased the number of ongoing coordination initiatives in the region to a total of 11 (biennial target: 6).

(e) *Increased public awareness of ESCWA work in pursuing regional priorities and emerging issues*

603. ESCWA continued its efforts to widen its outreach through a variety of means. The new website was pivotal in supporting those efforts, as information was made more accessible to end-users. ESCWA also continued its outreach through social media platforms. The total post reach on Facebook for 2016 was 298,000 likes, and the total number of Twitter impressions was 446,500. In addition, ESCWA continued its outreach through the provision of media services to a considerable number of activities and meetings and through the organization of press conferences and other media events. Another indication of the Commission's effective outreach and the interest of stakeholders in its work is the number of downloads of publications and other forms of documentation, which has been steadily increasing over the past bienniums. ESCWA increased by 450 the number of instances of media coverage of its work, reaching 1,450 (biennial target: 1,130).

(f) *Build new partnerships and strengthen existing ones (with the purpose of broadening the outreach and impact of ESCWA activities)*

604. ESCWA continued to reach out to a broad range of governmental, intergovernmental and non-governmental partners at the global and regional levels through both formal and informal agreements. During the biennium, ESCWA signed a total of 23 agreements (biennial target: 10), including memorandums of understanding, letters of understanding, contribution agreements and financial agreements. Of those, ESCWA signed 11 agreements with new partners, meeting the target set for the biennium. The agreements allowed ESCWA to engage with partners with whom it had not had formal cooperation in the past, thereby expanding the horizon and reach of its normative and technical cooperation efforts.

### Subprogramme 1
### Integrated management of natural resources for sustainable development

(a) *Member countries mainstream appropriate goals related to sustainable development into national multisectoral strategies and action plans for the integrated management of natural resources, including tools for measuring, monitoring and reporting*

605. Three multisectoral mechanisms were developed to follow up on the Sustainable Development Goals (biennial target: 3). They included the Arab Ministerial Water Council, which collects data on regional water-related indicators from national monitoring teams under the ESCWA-led Sustainable Development Goals initiative, and the Arab Ministerial Council for Electricity, which led to the endorsement of an Arab strategy for sustainable energy. ESCWA also worked towards the development of three methodologies related to tracking the progress of implementation of the Sustainable Development Goals (biennial target: 3), which included the formulation of a guiding framework for the environmental dimension of the Sustainable Development Goals and ensuring collaboration among water and statistical agencies to harmonize indicators and methodologies. ESCWA, in collaboration with the International Renewable Energy Agency also developed an online platform for compiling knowledge and sharing best practices.

(b) *Member countries adopt platforms and resolutions on regional cooperation on shared water resources, energy networks and environmental sustainability to improve food, water and energy security*

606. During the biennium, nine intergovernmental resolutions related to enhancing regional cooperation were adopted (biennial target: 20), three platforms were

developed for improved cooperation (biennial target: 1) and five harmonized tools were developed by member countries (biennial target: 3). The specific actions taken in this regard included: the League of Arab States and the Council of Arab Ministers Responsible for the Environment endorsed the ESCWA project on enhancing food and water security and the Arab Ministerial Water Council identified ESCWA as a coordinator in resolutions related to the establishment of the task force of the high-level political forum on sustainable development, endorsed the preparation of regional guiding principles on shared water resources and endorsed the ESCWA project on enhancing food and water security in the Arab region. Furthermore, ESCWA was requested to organize the Fourth Arab Forum on Renewable Energy and Energy Efficiency: Investment, Operation and Technology.

(c) *Member countries develop coordinated policies, strategies and frameworks for climate change mitigation, adaptation and disaster risk reduction to enhance resilience and respond to the impact of natural and human-made crises*

607. ESCWA and the League of Arab States, in partnership with 11 other institutions, are implementing the Regional Initiative for the Assessment of the Impact of Climate Change on Water Resources and Socioeconomic Vulnerability in the Arab Region.

608. Five resolutions related to climate change were adopted by member States in 2016–2017 against a biennial target of 13. These included: a resolution endorsing the Arab climate change assessment report of the Regional Initiative for the Assessment of the Impact of Climate Change on Water Resources and Socioeconomic Vulnerability in the Arab Region; a resolution on progress related to the establishment of a regional knowledge hub on climate and water; and a resolution mandating ESCWA to continue to provide training to Arab climate negotiators. The Arab Ministerial Council of Electricity also adopted recommendations in which it requested ESCWA to continue to provide information on the outcomes of climate change conferences and their impact on the renewable energy and energy efficiency sectors within the Arab region.

### Subprogramme 2
### Social development

(a) *Member countries develop rights-based social policies and programmes that promote social cohesion, social inclusion, social protection and the provision of adequate social services for all*

609. ESCWA support continued to influence measures that promote social inclusion. Jordan and the Sudan passed more inclusive disability laws, Morocco and the Sudan reviewed their disability assessment process and Morocco took steps to enhance digital accessibility for persons with disabilities. Jordan endorsed policy guidelines on education curriculum reform to better address youth unemployment and Tunisia, Lebanon and Morocco identified a number of population priority areas to pursue. Moreover, with the support of ESCWA and other stakeholders, member countries adopted the Arab Strategy for Housing and Sustainable Urban Development 2030. Combined, these actions increased the number of measures favouring social inclusion from 24 in 2015 to 34 in 2017, exceeding the biennial target. On social protection, two new requests for ESCWA assistance demonstrated the Commission's growing contribution in this area, raising the number of relevant measures from 6 in 2015 to 8 in 2017 and meeting the biennial target.

*(b) Member countries are engaged in a regional consensus-building process on international migration towards the elaboration and implementation of policies that maximize the development impact of international migration and foster intraregional coordination and cooperation*

610. ESCWA fostered the engagement of member countries in two regional consensus-building processes on international migration. This was evidenced by the consolidated stand of Arab countries on issues relating to large movements of migrants and refugees in an outcome document informing the 2016 New York Declaration for Refugees and Migrants and in recommendations on regional migration priorities and challenges informing the negotiations on the global compact for safe, orderly and regular migration. This increased the number of instances in which ESCWA promoted dialogue on international migration from two in 2015 to four at the end of 2017, meeting the biennial target. The efforts of ESCWA increased the number of policies that reflect awareness of the opportunities and challenges of international migration from three in 2015 to six at the end of 2017, exceeding the biennial target.

*(c) Member countries adopt a participatory approach to social policy formulation and implementation through consensus-building, the empowerment of civil society and the engagement of civic groups and other stakeholders in advocating the values and tools necessary to achieving a just society*

611. ESCWA member countries are increasingly recognizing the significance of participatory approaches, consensus-building and civic engagement in developing just and sustainable policies. This was evidenced in the extensive engagement of civic actors with government officials and other stakeholders, facilitated by ESCWA, in policy dialogues, culminating in key messages and recommendations and producing a number of knowledge resources that can assist policymakers in addressing issues related to inequality, injustice and the participation of youth. Consequently, the number of instances in which different stakeholders participated in such dialogues rose from 14 in 2015 to 20 by 2017, exceeding the target set for the biennium. This progress was further demonstrated by the increased in the number of Governments and non-governmental organizations using ESCWA capacity-building tools on participatory development, democratic governance, participatory social protection policies, social justice and equality, from 20 in 2015 to 27 in 2017, exceeding the target for the biennium.

*(d) Increased ability of member States to effectively respond to and engage in activities to implement the 2030 Agenda for Sustainable Development*

612. ESCWA contributed to stronger engagement of member States in the implementation and follow-up and review of the 2030 Agenda for Sustainable Development. In addition to direct technical support at the country level, capacity development and knowledge-building efforts, the Arab Forum for Sustainable Development (2016 and 2017) provided Governments and key stakeholders with a regional platform for peer learning and dialogue on development priorities. Through strategic partnerships with the League of Arab States, ESCWA contributed to Arab States' growing interest in reporting progress on the Sustainable Development Goals, as reflected in the significant increase in voluntary national reviews.

## Subprogramme 3
## Economic development and integration

### (a) *Member countries reform economic institutions and develop and implement policies based on principles of good governance in order to enable economic planning and policymaking in support of inclusive and sustainable development*

613. Through a number of policy changes related to improved economic governance and with the support of ESCWA, four countries (Jordan, Mauritania, Morocco and the United Arab Emirates) showed improved ranking in the ease of doing business index computed by the World Bank. ESCWA supported this process by developing economic modelling tools (computable general equilibrium and overlapping generations models) for several countries in the Arab region, including a social accounting matrix and computable general equilibrium model for 20 sectors of the economy in Jordan and Morocco; a social accounting matrix and static and dynamic versions of a computable general equilibrium model for Mauritania and Tunisia; and a computable general equilibrium model to monitor economic performance for Saudi Arabia and the United Arab Emirates.

### (b) *Member countries design and implement pro-poor, rights- and evidence-based economic plans and policies towards eradicating poverty and reducing income inequality*

614. With the objective of supporting member States in adopting new methods for monitoring poverty, the Economic Development and Integration Division engaged with member States in 2016–2017 by organizing, in collaboration with League of Arab States, two annual training sessions on measuring poverty and on designing evidence-based and pro-poor policies. At the country level, ESCWA received requests from Iraq, Jordan and Mauritania to design their national poverty measures in line with the Commission's proposed multidimensional poverty framework.

615. With the aim of conveying practical suggestions to step up Arab efforts towards eradicating poverty in all its dimensions and implementing the 2030 Agenda, ESCWA, in collaboration with the League of Arab States, the United Nations Children's Fund (UNICEF) and the Oxford Poverty and Human Development Initiative, developed an analysis and prepared a report on these issues, including policy recommendations agreed by member States on adopting more pro-poor policies and enhancing their implementation at the national and regional levels. At a meeting of the Ministerial Council for Social Affairs of the League of Arab States, the recommendations in the report were adopted.

### (c) *National policymaking institutions develop evidence-based tools to create decent and competitive jobs for men and women*

616. During the biennium 2016–2017, ESCWA held a major capacity-building event with ILO at the International Training Centre in Turin, Italy, in which 23 representatives from Arab countries participated. ESCWA also supported three member countries in developing their knowledge-based strategies and policies (biennial target: 4), including an investigation of strategic economic scenarios for Jordan and technical support to the strategic planning process in the Sudan.

### (d) *Member countries and regional institutions develop policies and implementation mechanisms aimed at economic policy convergence*

617. ESCWA directed its efforts and research on financing for development to economic regional integration through technical support to member countries on the negotiation and conclusion of tax treaties and other activities to enhance the capacities

of member countries to develop policies and implementation mechanisms towards economic policy convergence.

618. Two countries, Saudi Arabia and the United Arab Emirates, adopted convergent value-added-tax instruments (biennial target: 4). ESCWA also supported four countries (Egypt, Morocco, the Sudan and Tunisia) in elaborating their proposals for accession to the Arab Customs Union.

*(e) Member countries and regional institutions develop plans and policies for cross-border infrastructure, especially in transport and trade facilitation*

619. Through its continuous follow-up and technical support to member countries through the expert group meetings on transport and trade facilitation and the intergovernmental meetings on transport and trade, close follow-up on the accession to and implementation of ESCWA international transport treaties, and capacity-building with respect to the Arab Customs Union, ESCWA supported nine countries (Bahrain, Egypt, Jordan, Kuwait, Lebanon, Oman, Qatar, the Sudan and the United Arab Emirates) in improving their logistic performance indicators (biennial target: 4). In addition, six member States (Bahrain, Jordan, Oman, Qatar, Saudi Arabia and the United Arab Emirates) adopted or developed plans or programmes containing new measures articulated in the trade facilitation agreement of the World Trade Organization (biennial target: 4). ESCWA supported the Government of Kuwait in accession to the memorandum of understanding on cooperation between the Arab States.

### Subprogramme 4
### Technology for development and regional integration

*(a) Member States develop or update strategies and policies that leverage human resources, innovation and modern technology towards a knowledge-based economy and information society as the new paradigm for employment and sustainable economic growth within the framework of the 2030 Agenda for Sustainable Development*

620. ESCWA assisted eight member countries in the formulation and implementation of strategies and policies towards a competitive, knowledge-based economy and information society (biennial target: 8). The Ministry of Higher Education and Scientific Research in Egypt adopted a national strategy for science, technology and innovation covering the period 2015–2030, which falls under the country's Vision 2030. In Jordan, the Higher Council for Science and Technology formulated and adopted a science, technology and innovation policy for 2013–2017. The Moroccan Centre for Innovation and Social Entrepreneurship is implementing an initiative dedicated to innovation in the framework of the national strategy for development of scientific research (Horizon 2025). In its tenth national development plan, the Ministry of Economy and Planning in Saudi Arabia included a specific component for science, technology and innovation aimed at localizing and developing advanced strategic technologies. The Government of the United Arab Emirates developed the national innovation strategy to drive innovation in the social and economic life of its citizens. The Research Council in Oman adopted the national innovation strategy in 2017. ESCWA collaborated with Africa City of Technology in the Sudan in reviewing the national innovation system and establishing the National Technology Transfer Office. ESCWA collaborated with the University of Science, Technology and Medicine in Mauritania in reviewing the national innovation system and establishing the National Technology Transfer Office.

621. In addition, ESCWA assisted eight countries (biennial target: 8) in developing solutions to foster technological innovation that enhance economic growth. For

instance, Morocco developed "Digital Morocco 2020", Tunisia launched the national Internet Governance Forum, Jordan reviewed its cyber legislation and Oman developed its national roll-out plan for the Academy of ICT Essentials for Government Leaders in the ESCWA Region.

*(b) Member States coordinate implementation of harmonized policy, legal and regulatory frameworks in science, technology, innovation and ICT, to foster the development of regional platforms and services in line with the Addis Ababa Action Agenda*

622. ESCWA assisted nine countries (Egypt, Lebanon, Mauritania, Morocco, Oman, Saudi Arabia, the Sudan, Tunisia and Palestine) (biennial target: 9) in implementing national technology transfer offices. ESCWA also contributed to the launch of national initiatives on Internet governance in Lebanon and Tunisia. ESCWA led the implementation of the ESCWA-League of Arab States initiative for the development of the Arab Internet Governance Forum process, which resulted in two main outcomes: a new charter for the Arab Internet Governance Forum process and the second Arab Regional Road Map for Internet Governance.

*(c) Public institutions deploy ICT policies and e-government services based on good governance principles, with focus on open government in general and e-participation in particular*

623. ESCWA developed the government electronic and mobile services maturity index, which was adopted by the Arab Internet Governance Forum, to assess the usage of e-government services in the Arab region. ESCWA supported the launch of the Arab e-government council to foster knowledge-sharing among Arab countries on e-government themes. Meetings of the ESCWA intergovernmental committee on innovation and technology for the Sustainable Development Goals were held annually. ESCWA supported six initiatives that focused on open government (biennial target: 4). For instance, with the assistance of ESCWA, the National Information Centre of the Sudan developed an e-government portal; the Ministry of Transport and Communications of Qatar developed "Smart Qatar" to implement new e-government services; the Office of the Minister of State for Administrative Reform of Lebanon developed a new portal called "Dawlaty" that includes new e-government services; and the Ministry of Planning and Foreign Affairs of Jordan launched its third plan of action for open government in 2016.

### Subprogramme 5
### Statistics for evidence-based policymaking

*(a) National statistical offices implement methodologies in line with good practices and international standards and recommendations*

624. All 18 ESCWA member States adopted the Sustainable Development Goals indicators framework, and are at least at the basic stage of implementation of the System of National Accounts. Altogether, ESCWA received 39 requests for assistance during the biennium, exceeding the target of 35 set for 2016–2017.

*(b) Stakeholders make greater use of quality statistics and methodological studies produced and disseminated by ESCWA*

625. A total of 520 queries were registered in the database system and e-publications during a selected quarter of the biennium. While full data is not yet available to provide a final count, it is estimated that 275 citations and references were registered by the database system and e-publications in the fourth quarter of the biennium.

*(c) Regional and national statistical institutions adopt agreements and guidelines for harmonization and comparability of official statistics, including methodologies and processes related to the Sustainable Development Goals*

626. The Statistics Division facilitated the launching of two technical advisory groups, on economic statistics and on demographic and social statistics. The two technical advisory groups provided systematic follow-up on the needs of national statistical systems in the Arab region. Four strategies (biennial target: 3) were adopted for the harmonization of statistics in the region between ESCWA and the national statistical offices of Egypt, Jordan, Morocco and Palestine. The number of guidelines adopted increased by four (biennial target: 3) and included a training curriculum and toolkit on gender statistics, a core set of sociodemographic indicators, guidelines on national strategies for the development of statistics; guidelines on Islamic banking; and a training toolkit on environmental statistics.

### Subprogramme 6
### Advancement of women

*(a) Member countries design and implement inclusive gender-sensitive strategies and plans towards the elimination of gender discrimination and violations of the economic and social rights of women*

627. With the support and assistance of ESCWA, work advanced on the designing of gender-sensitive strategies (biennial target: 3). Specific instances included: (a) training on the design and preparation of a strategy on women and peace and security in the United Arab Emirates; (b) validation by Lebanon of the second cycle of its strategy on women (2011–2021); and (c) assistance to the Syrian Arab Republic in reviewing and finalizing its strategy on women and peace and security. ESCWA supported the advancement of gender-sensitive national action plans in Palestine, which finalized its draft national action plan on women and peace and security with the assistance of ESCWA; in Lebanon, which finalized the review of its national action plan on the advancement of women (2016–2018) in November 2016; and in the Sudan, which validated the final draft of its national action plan on women and peace and security.

*(b) Member countries collaborate on the development and implementation of regional frameworks that are in line with international conventions and conferences relevant to the rights of women and gender equality*

628. ESCWA engaged with member countries in a wide spectrum of initiatives to develop national strategies to implement the 2030 Agenda for Sustainable Development. It held three regional workshops for members of the new subcommittee on gender and the Sustainable Development Goals, in partnership with UN-Women and the League of Arab States, on the integration of gender in the Sustainable Development Goals and to map the responsiveness of national strategies to the Sustainable Development Goals. It also conducted one subregional workshop to enhance knowledge about target 5.5 of the Sustainable Development Goals. As the voice of the region and a knowledge hub on issues related to gender equality, ESCWA created an electronic network to enhance mutual learning and disseminate information among all actors involved in the field. This platform will allow government representatives, United Nations staff and others to have access to gender-related resources, databases, external links and information on upcoming events. ESCWA also worked on developing a network among member States to share knowledge, success stories and lessons learned in areas and on issues related to enhancing the situation of women in their countries.

*(c) Member countries establish institutional mechanisms that ensure the effective participation of women in decision-making processes*

629. ESCWA engaged with civil society organizations in Lebanon and Yemen to build their capacity in campaigning for their political participation and decision-making. Moreover, four campaigns were organized to raise the awareness of member countries on the occasions of International Women's Day (2016 and 2017) and the 16 Days of Activism against Gender-based Violence (biennial target: 5). ESCWA organized two focus group discussions on the formulation of the strategy on violence against women of the Ministry of Women's Affairs of Lebanon, as well as in connection with the national action plan on women and peace and security of Lebanon. In the Syrian Arab Republic, it conducted a training workshop on Security Council resolution 1325 (2000) relating to the national action plan on women and peace and security.

### Subprogramme 7
### Conflict mitigation and development

*(a) Public institutions develop governance strategies and policies to enhance their performance and service provision abilities, including developing nationally led and owned monitoring and analysis capacities, particularly in crisis-affected countries and least developed countries*

630. In collaboration with UNDP, ESCWA continued to support public sector reform in Iraq. It organized a capacity development workshop in 2016 in Iraq. In total, 63 per cent of the participants in the workshop mentioned the need for more training/workshops on planning for the Sustainable Development Goals. ESCWA held a workshop on enhancing competencies within the civil service, which led to the creation of a subregional network of ministries, councils, centres and bureaux of public administration reform and human resources development and the development of a pool of expertise and knowledge-sharing pertaining to core competencies. ESCWA was requested to further develop the initiative by drafting an Arab core competencies framework and training modality and presenting it to the network for validation and implementation at the national level. Eighty-six per cent of the participants in the expert group meeting on "State-building and institutional development in post-conflict settings: opportunities and challenges in Libya and Yemen" evaluated the meeting as excellent or very good. Ninety-one per cent found the subject matter important for their field of work. Eighty-one per cent appreciated the opportunity to exchange experiences (biennial target: 75 per cent). The participants requested ESCWA to organize specific workshops on security sector reform, institutional development and State-building, national dialogue and reconciliation, economic options for post-conflict reconstruction, transitional justice and gender equality.

*(b) Member countries respond to development challenges associated with transformations in the region through the formulation of nationally led and owned suitable development strategies and policies*

631. Eighty per cent of government representatives at the 2016 ministerial session of the Commission (biennial target: 75 per cent) testified that they had benefited from the subprogramme's research outputs. The subprogramme supported the Basil Fuleihan Institute of Finance in organizing the annual meeting and conference of the Governance Institutes Forum for Training (GIFT-MENA) network of civil service training schools and institutes on governance, fragility and sustainable development, held in Paris in October 2016, and the annual General Assembly of the Forum on 12 October 2016). The Second Committee of the General Assembly of the United

Nations was briefed on the long-term challenges associated with conflict and the attainment of the Sustainable Development Goals in the Arab region. Through bilateral meetings and workshops with relevant ministers and through discussions with the multilateral development entities and donors, ESCWA finalized a three-year programme dedicated to institutional strengthening for recovery and reconciliation of Yemen, which received the endorsement of the Ministry of Planning of Yemen.

*(c) Public institutions develop or implement strategies for the mitigation of the negative direct impact of the Israeli occupation and crises, as well as its indirect ramifications on development in the region*

632. Eighty per cent of the government representatives at the 2016 ministerial session evaluated the subprogramme's outputs as very good or excellent. The outputs included: (a) the provisional results of a study by ESCWA on the question of Israeli policies towards the Palestinian people and the question of apartheid; (b) the proposed vision and approach by ESCWA to assess and calculate the cumulative and comprehensive cost of Israeli occupation on the Palestinian people: and (c) the proposed ESCWA communications strategy in support of the Palestinian people. The overall quality of the session was described as good or excellent by 100 per cent of the participants, while 92.8 per cent regarded the activities of ESCWA as good. The biennial target was exceeded in this regard.

## Section 23
## Regular programme of technical cooperation

**Highlights of programme results**

The regular programme of technical cooperation continued to facilitate rapid response from the implementing entities of the United Nations Secretariat to urgent demands from Member States for assistance, through the provision of advisory services and tailored training activities. The services, which are provided by both global and regional entities, aim to transfer knowledge through a range of capacity development initiatives, contributing to the enhancement of skills, expertise, institutional capacities and strengthened national policymaking abilities.

An important focus of the programme has been the implementation of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the New Urban Agenda and other global development agreements and frameworks, by assisting countries to adopt new, transformative and innovative approaches to integrate sustainability into national development planning, policies, budgets, laws, institutions and monitoring and accountability frameworks.

The flexible and responsive nature of the programme remains invaluable in supporting countries in addressing unpredictable and unforeseen events, including global and regional economic and climate stresses. This has resulted in increased demand for support and effective actions from Member States.

**Challenges and lessons learned**

Capacity development support for strengthening national capacities to measure, monitor, assess and report on progress in achieving the Sustainable Development Goals and targets is critical to realizing the 2030 Agenda. The need for Governments to take into consideration the interlinkages and interactions between the three pillars of sustainable development in developing their national plans remains a key challenge. To address this challenge, a cross-sectoral approach to policy development should continue to be promoted in programme countries. Protracted conflict and political instability continued to challenge capacity-building activities in some African countries, the Arab region and Central Asia. Most challenges relate to the instability in those regions and the unfolding process of transition and reform.

## A. Sectoral advisory services

### 1. Economic and social affairs

**Subprogramme 1**
**Social policy and development**

*(a) Enhanced capacities to develop and implement social policies and programmes that integrate economic and environmental trends*

*(b) Strengthened capacities and enhanced mechanisms for social integration and inclusion for social groups*

633. A total of 520 national personnel (biennial target: 500) were trained to develop and implement social policies and plans in line with relevant international norms and agreed development goals. As part of the aim of the 2030 Agenda for Sustainable Development to "leave no one behind", capacity development focused on inclusive social policies that consider the voices and aspirations of social groups most frequently left out of development, such as indigenous peoples, persons with disabilities, youth, older persons and cooperatives.

634. A review of statements made by Member States in the Third Committee of the General Assembly during the seventy-first and seventy-second sessions of the Assembly indicates that 80 Member States (biennial target: 80) reported progress on social integration and strengthened social inclusion. Fourteen advisory missions resulted in collaborative information-gathering and recommendations to enhance policies and programmes for persons with disabilities, youth, older persons and families.

635. Among the accomplishments was preparation by Kyrgyzstan of a complex programme on older persons, as part of its programme to support vulnerable social groups, within the national economic and social strategy, finalization of a national strategy on older persons by Bosnia and Herzegovina and revision by Uganda of its 2006 national policy on disability to bring it in line with the Convention on the Rights of Persons with Disabilities and the 2030 Agenda.

**Subprogramme 2**
**Sustainable development**

*(a) Enhanced capacities to promote and implement policies and frameworks/mechanisms supporting mainstreaming through greater integration of social, economic and environmental dimensions of sustainable development and for the implementation of the post-2015 sustainable development agenda*

*(b) Enhanced capacities to formulate, implement and monitor national sustainable development strategies*

636. The Division supported 778 national experts (32 per cent of whom were women) from developing countries (target: 400 participants) in participating in its national, regional and interregional capacity-building workshops. The workshops either covered specific Sustainable Development Goals (Goal 6, water; Goal 9, resilient

infrastructure; Goal 11, sustainable cities; and Goal 13, climate change) or cross-cutting issues for specific groups of countries (small island developing States and landlocked developing countries). As a result, the target countries are now better equipped to integrate the Sustainable Development Goals and the 2030 Agenda into their national development strategies. A specific focus of the Division for Sustainable Development was the capacity of member States to prepare and submit voluntary national reviews to the high-level political forum on sustainable development. During the biennium, 64 countries submitted voluntary national reviews (target: 40 countries). The reports on the voluntary national reviews provide the national frameworks for the implementation of the 2030 Agenda.

### Subprogramme 3
### Statistics

*(a)* *Enhanced capacity of government statisticians and national statistical systems to routinely collect, compile, store, analyse and disseminate official statistics and development indicators in the economic, social, demographic and environmental fields, to produce high-quality data, including data disaggregated, wherever possible, by sex, location and so forth, for national policymakers and for other users at the national and international levels*

*(b)* *Enhanced national capacity to produce and disseminate policy-relevant cartographic and geospatial information, in line with international standards*

637. In response to the 2030 Agenda, the subprogramme's activities focused on building and strengthening the institutional and technical capacity of national statistical and geospatial information systems by addressing specific data gaps. The global Sustainable Development Goal indicator framework posed a tremendous challenge for producers of official statistics, particularly in developing countries, which faced the urgent need to adapt and develop their national statistical and geospatial information systems to meet the widening, increasing and evolving data needs and to put into place streamlined processes to ensure the timely production of official statistics and information. Developing countries in every region received support in this endeavour.

638. The Department of Economic and Social Affairs conducted 24 workshops and seminars and provided 59 individual fellowships to 15 regional and international events. A total of 1,144 government statisticians and geospatial information experts from 139 countries received training and exchanged experiences in the areas of demographic, social, economic and environmental statistics, Sustainable Development Goal indicators and geospatial information management.

639. The biennial target of 72 per cent for countries that were assisted was met, and 90 per cent of the individual national trainees indicated that they had acquired substantive knowledge to produce, analyse and disseminate statistical data and geospatial information. Seventy-five per cent of participants confirmed having implemented recommendations on statistical and geospatial information methodologies in their current work (biennial target: 78 and 59 per cent respectively).

### Subprogramme 4
### Development policy and analysis

*(a)* *Enhanced capacities of national finance, planning and central bank authorities to design and implement sustainable development strategies to realize the objectives of the post-2015 development agenda*

*(b)* *Enhanced capacities of the least developed countries to address constraints, with a view to availing themselves of international support measures and preparing for graduation, enhancing development progress to accelerate graduation within the broader context of the post-2015 development agenda and the Istanbul Programme of Action for the Least Developed Countries*

*(c)* *Enhanced national capacities to assess the costs and benefits of various policy options and increase synergies and coherence among various macroeconomic, sectoral, social and energy policies to realize the objectives of the post-2015 development agenda*

640. The Development Policy and Analysis Division continued to focus on building capacity for sustainable development. Beneficiary countries incorporated (or were ready to incorporate) recommendations and modelling techniques into their development strategies or similar documents.

641. A study was conducted on the sustainable development impact of the Belt and Road Initiative of China on six countries, and a research paper to assess the macroeconomic impact and identify policy options will be prepared. Furthermore, 20 officials from Bangladesh were assisted in developing a macroeconomic model.

642. Ten least developed countries were equipped with tools to better understand international support measures. Bhutan, for example, used a study to inform its national five-year plan, which will, in turn, form the basis of smooth transition out of least developed country status. Studies were also conducted in Uganda and Nepal. Seven other least developed countries will also benefit from training.

643. Fifteen national authorities from three countries were assisted in using modelling/forecasting techniques, and training workshops were organized to strengthen their capacity and to identify interlinkages/trade-offs between policies/sectors.

### Subprogramme 5
### Public administration and development management

*(a)* *Strengthened public sector institutional and human resource capacities in developing countries, including leadership for effective, efficient and responsive delivery of services, professional competence, ethical conduct, and commitment to serving the public*

*(b)* *Strengthened capacity of developing countries for adaptive use of ICT to improve performance of public institutions through e-government*

*(c)* *Strengthened capacity for the engagement of citizens in governance, public administration and development management in developing countries for responsive, transparent and accountable delivery of services*

644. The Division for Public Administration and Development Management has recorded 10 official expressions of commitment (biennial target: 12) to integrate strategies and methodologies into policies, programmes and legislative frameworks. During the biennium, one of the three interregional adviser posts remained vacant owing to the Division's new priority areas. The recruitment is about to be finalized. Based on workshop evaluations, more than 90 per cent of participants (biennial target:

72 per cent) found the training to be relevant and useful. It is expected that they will apply methodologies and best practices in public administration and governance.

645. Eighteen developing countries (biennial target: 16) have adopted ICT applications to improve the performance of public institutions through e-government. Furthermore, more than 95 per cent of participants (biennial target: 70 per cent) found the capacity-building training in the engagement of citizens and governance to be relevant to their future application of methodologies and best practices.

### Subprogramme 6
### Sustainable forest management

*(a) Increased capacity of Member States to take actions towards achieving sustainable forest management*

*(b) Improved national, regional and international collaboration and coordination on forests, through promoting more effective actions on sustainable forest management by and among Governments, major groups, organizations, instruments and processes, including the activities of the Collaborative Partnership on Forests*

646. The United Nations Forum on Forests strengthened the capacity of 10 countries to access financing for forests. Capacity-building support was provided to 10 countries (out of 17 country requests received during the period) and over 300 country representatives were trained in designing project proposals for accessing forest financing from multilateral financing mechanisms for implementing sustainable forest management.

647. Two countries developed national forest financing strategies and mutually beneficial partnerships and joint initiatives were established or maintained with eleven partners (biennial target: 18), including key members of the Collaborative Partnership on Forests (FAO, IUCN, UNEP, UNDP, the secretariat of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, the Global Environment Facility, the Green Climate Fund, the African Development Bank, ECE and UN-REDD).

### Subprogramme 7
### Financing for development

*(a) Strengthened capacity to negotiate, administer and interpret tax treaties, drawing on the United Nations Model Double Taxation Convention between Developed and Developing Countries (United Nations Model Convention), with a view to encouraging investment while combating tax abuse*

*(b) Strengthened capacity to increase domestic financial resources for sustainable development, including through enhancing the ability to protect and broaden the tax base of developing countries*

648. The Financing for Development Office delivered technical cooperation missions on double tax treaties in six developing countries, with the participation of a total of approximately 120 tax officials, and two workshops on transfer pricing in sub-Saharan Africa, reaching approximately 70 tax officials from 23 countries in Africa.

649. In both areas, over 90 per cent of tax officials interviewed through questionnaires agreed that the relevant activities increased their substantive skills on the issues covered and that they would be able to use the knowledge and skills acquired in their daily work to effectively protect the tax base of their countries.

Twelve double tax treaties were negotiated following the United Nations Model Convention provisions (biennial target: 12), in particular in relation to taxation of services and permanent establishment, and a total of nine measures were implemented (biennial target: 7), including suitable domestic legislation to reflect relevant provisions included in double tax treaties, as well as appropriate administrative provisions, with the overall aim of countering base erosion and profit shifting. These results, which exceeded expectations, were achieved by closely monitoring the needs of tax officials through a continuous channel of communication with the relevant authorities in developing countries and by adopting an implementation approach which favoured practical capacity development tools and methods and promoted South-South cooperation and sharing of experiences.

## 2. Trade and development

### Subprogramme 1
### Globalization, interdependence and development

(a) *Enhanced understanding by government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy*

(b) *Increased awareness and knowledge of policy options and their implications*

### Subprogramme 2
### Investment and enterprise

(a) *Enhanced understanding by government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy*

(b) *Increased awareness and knowledge of policy options and their implications, including in respect of international investment agreements*

### Subprogramme 3
### International trade

(a) *Enhanced understanding by government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy*

(b) *Increased awareness and knowledge of inclusive trade and sustainable development policy options and their implications*

### Subprogramme 4
### Technology and logistics

(a) *Enhanced understanding by government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy*

(b) *Increased awareness and knowledge of policy options and their implications*

650. The first expected accomplishments for subprogrammes 1 to 4 are identical. The second expected accomplishments for the four subprogrammes are similar, but not identical. The result statements for the four subprogrammes have been consolidated in the paragraphs below.

651. The Paragraph 166 (P166) courses provide an effective forum for addressing development challenges and policies that enhance economic growth. According to the evaluations by the participants, more than 85 per cent of government officials trained (biennial target: 73 per cent) considered that the P166 courses had significantly contributed to their understanding of key issues on the international economic agenda.

652. Following a course recently held in Singapore, all 25 participants "agreed" or "strongly agreed" that they had significantly improved their understanding of key issues on the international economic agenda.

653. In 2016–2017, 110 participants, representing 68 countries, benefited from P166 activities, advisory services and training. A total of 51.8 per cent of the participants were women.

654. The main focus of advisory services for 2016–2017 continued to be the linkage of trade and development to policymaking in general, on the basis of work of UNCTAD. The advisory services continued to be greatly appreciated, as countries were able to mainstream trade considerations into an array of policies, including national (service policies), regional (integration-related) and global (formulation of positions to contribute to the achievement of the Sustainable Development Goals and sustainable development) policies.

655. Overall, over 40 individual requests for advisory services were satisfied, with universal confirmation of their usefulness by beneficiaries (biennial target: 38).

### Subprogramme 5
### Africa, least developed countries and special programmes

(a) *Better integration of trade policies and priorities in the national development plans through, inter alia, the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries*

(b) *Increased awareness and knowledge of policy options and their implications*

656. As a follow-up to the Diagnostic Trade Integration Study updates completed in the previous biennium, a subregional workshop was organized to discuss joint implementation of the action matrices of Benin, Burkina Faso, Mali and Niger. This activity gave rise to the formulation of a subregional project document, which was finalized in 2017 and endorsed by the respective national Governments as part of their national development plans. In a similar fashion, two workshops were organized between Djibouti and Ethiopia for joint implementation of the action matrices contained in their Diagnostic Trade Integration Studies to improve the logistical performance of the section of the Djibouti-Ethiopia corridor that links Addis Ababa with Djibouti City and the ports of Djibouti. At the second workshop, a study was presented and validated by the two Governments which included joint action for the formulation of a project document. The project document was finalized at the end of 2017.

657. Two field projects were implemented in Burkina Faso and the Gambia to assist them in drafting and validating a medium-term plan on trade facilitation and export diversification and a trade and industrial strategy, respectively. Implementation of the national project to assist Benin in the development of a new trade policy continued during the biennium.

658. In addition, extensive advisory services were provided to Cambodia in designing a new trade policy. A draft trade policy document was presented and discussed at a workshop in March 2017. Assistance was provided to Myanmar with an advisory note on the trade implications of the ASEAN-European Union free trade agreement on the market access of Myanmar.

659. Advisory services and two workshops were provided to the delegates from the least developed countries in Geneva to promote better participation in the WTO negotiations leading up to the WTO Ministerial Conference in Buenos Aires in December 2017.

660. The main focus of advisory services for 2016–2017 was the linkage of trade and development to policymaking on relevant trade issues. Overall, more than 16 countries made progress in mainstreaming trade issues in their development plans.

## 3. Human settlements

### Subprogramme 1
### Regional and technical cooperation

(a) *Enhanced capacity of partner city, regional and national authorities to adopt improved policies and strategies that contribute to the mitigation of and adaptation to climate change and risk reduction*

(b) *Improved capacity of partner city, regional and national authorities to implement policies, strategies or programmes on slum upgrading and prevention, and urban development*

(c) *Increased capacity of partner city, regional and national authorities to strengthen decentralized governance and improve knowledge on sustainable urbanization issues*

661. UN-Habitat provided technical services and support to national authorities and target cities, resulting in revised climate change policies and green urban development methodologies. Over nine entities, against the biennial target of eight, at both the local and the national levels, benefited from technical cooperation with UN-Habitat, including the municipalities of Chengdu and Jingmen, China, and national authorities in countries such as Burkina Faso, Iraq, Jordan, Madagascar, Mali, South Sudan and the Syrian Arab Republic, as well as from working with other development partners, such as Shelter-Afrique, and the African Development Bank. Through consultations and workshops involving the participation of national and local authorities in the target countries, new synergies were created to facilitate review of the previously existing policies and methodologies to include new perspectives.

662. Furthermore, with the development of the city resilience profiling programme and the city resilience action planning tool (City RAP tool), UN-Habitat contributed significantly to the increase in the number of partner city, regional and national governments that include urban risk reduction and management in their plans. With operational commitments in 12 cities within the city resilience profiling programme framework and an additional 11 cities engaged with the city resilience action planning tool (mainly in Africa), the target of 16 entities planned for the biennium 2016–2017 was exceeded, and it is expected that the number will continue to grow, given the promise of the programmes and the related activities. UN-Habitat also contributed to the improvement of knowledge and the strengthening of national and regional governance capacities by promoting international and national sharing of good practices. While the piloting of components of the guidelines on decentralization and access to basic services has continued to be of interest to local government entities, over 500 participants from over 30 countries across the regions benefited from training and knowledge exchange focusing on the implementation of the Sustainable Development Goals and the New Urban Agenda through networks such as the International Conference on Canadian, Chinese and African Sustainable Urbanization and key events such as the High-level International Forum on Sustainable Urban Development, held in China (more than 20 countries), and the 2017 World Cities Day global observance (more than 40 countries).

### 4. International drug control, crime and terrorism prevention and criminal justice

#### Subprogramme 1
#### Justice, and technical cooperation and field support

*(a) Enhancement of national capacities for implementing the conventions on drug control, transnational organized crime, corruption and terrorism, and of the United Nations standards and norms in crime prevention and criminal justice*

*(b) Enhancement of the knowledge and skills of policymakers and criminal justice officials on the implementation of the conventions on drug control, transnational organized crime, corruption and terrorism, and of the United Nations standards and norms in crime prevention and criminal justice*

663. The Division of Operations aided 48 countries (biennial target: 51) in: (a) implementing international instruments on drug and crime control; (b) strengthening and reforming their criminal justice systems; and (c) developing new national and regional action plans against drugs and crime.

664. The Division organized 16 workshops/training sessions and obtained positive feedback from 80 per cent of the participants (biennial target: 78 per cent). The programme responded to many requests from Africa and Latin America for technical assistance in prison reform. A regional workshop on the Nelson Mandela Rules and the Bangkok Rules, which took place in Santa Cruz, Bolivia, prompted the creation of a network of directors of prison administrations from the participating countries (Bolivia, Colombia, Ecuador and Peru) to share best practices and experiences. In Belarus, the programme supported the Government in the creation of a resource centre for people who inject drugs and their families. This is the first facility in the country for this group. It promotes access to HIV prevention, treatment and care services. In support of the response of Serbia to the refugee crisis, the programme provided training in drug abuse prevention to educators based in asylum and transit centres.

### 5. Human rights

#### Subprogramme 3
#### Advisory services, technical cooperation and field activities

*(a) Enhanced awareness, knowledge and skills of policymakers and public officials and of regional and subregional organizations on international human rights standards and mechanisms and on the human rights implications of their work*

*(b) Enhanced cooperation among Governments, national human rights institutions and NGOs within their respective regions in dealing with human rights issues that require a regional approach and initiative*

665. OHCHR worked to ensure the implementation of international human rights standards on the ground through its field presences and through cooperation with regional mechanisms by organizing a total of 65 seminars, workshops and training sessions and providing substantive and strategic advice. The Office also contributed to the continued effectiveness and relevance of technical cooperation programmes by ensuring that good practices and lessons learned were identified, shared and updated.

666. Regional consultations held in Africa, the Americas, Asia and the Pacific, Europe and Central Asia resulted in enhanced cooperation between regional mechanisms and international human rights mechanisms.

667. OHCHR technical cooperation activities facilitated interaction and fostered a constructive relationship among State institutions, national human rights institutions and civil society.

668. With respect to General Assembly resolution 50/157, OHCHR organized four linguistic components of the indigenous fellowship programme that gave indigenous individuals the opportunity to gain knowledge and skills in the field of international human rights.

## 6. Humanitarian assistance

### Subprogramme 1
### Coordination of humanitarian action and emergency response

*(a) Effective contingency planning at international and national levels with principal focus on crisis with a regional dimension*

669. Support to contingency planning based on the IASC guidelines was provided to countries facing crises with a regional dimension, particularly those facing risks from the El Niño/La Niña weather phenomenon. The thematic adviser on emergency preparedness supported the Special Envoy of the Secretary-General on El Niño and Climate, including on the development of a blueprint for action to prevent future El Niño/La Niña episodes from becoming disasters. The IASC Reference Group for Risk, Early Warning and Preparedness also developed inter-agency standard operating procedures to ensure earlier action by development and humanitarian actors in response to warning signs of possible El Niño/La Niña episodes.

670. The IASC report entitled "Early warning, early action and readiness report", which was based on projected risks and existing capacity and preparedness in countries, was used to strengthen decision-making on prevention, preparedness and contingency planning. The analysis also helped ensure that resident coordinators were informed and supported in acting on emerging risks. The regional offices of the Office for the Coordination of Humanitarian Assistance, supported by the thematic advisor, continued to review and provide feedback on contingency plans in line with the emergency response preparedness approach. Ninety-four inter-agency contingency plans (biennial target: 93) had been developed and updated by the end of 2017.

### Subprogramme 2
### Emergency support services

*(a) Enhanced response capacity and preparedness of national and international emergency/disaster management mechanisms and partnerships in order to respond to disasters and emergencies efficiently*

671. During the biennium, six national and regional training courses were conducted (biennial target: 6): (a) a regional training course on humanitarian civil-military coordination in the Pacific region; (b) a preparedness and response effectiveness programme in the Southern African region; (c) United Nations disaster assessment and coordination training for the Central African region; (d) a preparedness meeting with Jordan, Israel and the Palestinian Authority; (e) development of an implementation guide on technological disaster risk reduction; and (f) an environmental emergencies forum. Overall, more than 250 national and regional responders were trained on various response instruments and mechanisms.

672. Joint national and inter-agency contingency planning projects were undertaken in seven countries (biennial target: 6). Twenty-eight technical networks and partnerships were strengthened through the Humanitarian Network and Partnerships Week in 2016 and 2017 (biennial target: 6). The Week is an annual partnership event that provides a forum for humanitarian actors to meet and address key humanitarian issues. It was attended by 1,300 humanitarian partners in 2017.

## B. Regional and subregional advisory services

### 1. Economic and social development in Africa

**Subprogramme 1**
**Macroeconomic policy**

*(a) Strengthened capacity of national policymakers to design and implement appropriate macroeconomic policies and strategies that are cross-sectorally congruent and contribute to achieving inclusive growth and sustainable development*

*(b) Increased awareness and knowledge of policy options and their implications*

673. In order to further their awareness and knowledge of appropriate macroeconomic options and their implications, requesting stakeholders used ECA advisory services for their policymakers to improve the design and implementation of sustainable and equitable growth-oriented policies and strategies in the context of the Sustainable Development Goals and Agenda 2063. Fifteen member States (biennial target: 11) reported progress in the development of macroeconomic policies and programmes resulting from ECA support.

674. Eleven stakeholders (biennial target: 11) received technical support in the formulation of national visions and development plans, including the formulation and implementation of macroeconomic policies and programmes. Fifteen beneficiaries of advisory services (biennial target: 11) confirmed the usefulness of the policy advice provided.

**Subprogramme 2**
**Regional integration and trade**

*(a) Improved capacities to formulate, implement and manage industrial policies and agreements and their linkages to export development strategies, with a view to achieving more effective participation in the global economy and economic transformation*

*(b) Strengthened capacity of policymakers to assess the impact of industrial policy on other areas of development, particularly on economic growth and development as well as regional integration*

675. Thirty-three member States (biennial target: 11) are using information and inputs provided through ECA regional advisory services in the design or implementation of their industrial and export development policies. As a result, 33 Member States used ECA inputs in the design or implementation of their industrial and export development policies. The 33 member States benefited from ECA advisory services in formulating, implementing and managing industrial policies and trade agreements.

676. ECA also organized training and policy dialogues, during which member States acquired skills and knowledge on issues relating to trade agreements or infrastructure investment. In surveys taken following the events, a total of 45 member States (biennial target 11) reported that the knowledge acquired was very useful in the areas of infrastructure and trade.

### Subprogramme 3
### Innovations, technology and management of Africa's natural resources

*(a) Enhanced capacities of member States and regional organizations to formulate, implement and monitor sustainable development policies and strategies, with particular emphasis on supporting natural resources development and management*

*(b) Enhanced capacity of member States to formulate and implement policy reforms and negotiate natural resources exploitation contracts to enable member States to realize fuller benefits from the mineral sector*

677. One policy was adopted and seven programmes received the assistance of ECA on integrated natural resources development within the framework of enhancing regional integration (biennial target: 11). Forty member States acquired knowledge and skills on integrated natural resources development and management, including energy resources

678. One country adopted a policy for the management of natural and mineral resources in line with the Africa Mining Vision policy (biennial target: 11). A total of 36 member States acquired knowledge and skills on integrated natural resources development and management, including energy resources (biennial target: 11) through training, workshops and expert group meetings.

### Subprogramme 4
### Development planning and administration

*(a) Strengthened capacity of member States for better development planning, formulation of policies and approaches*

*(b) Enhanced capacity of ECA member States for better economic policy formulation, analysis and management*

679. ECA supported the formulation of strategic policies, in particular through the provision of technical support during the elaboration and validation of national and regional development plans. As a result, eight countries (biennial target: 11) adopted policies and measures or implementing activities in the area of development planning in line with ECA recommendations. A total of 13 countries (biennial target: 11) adopted new development planning approaches in policy formulation and management and appropriate measures in line with the subprogramme guidelines and recommendations.

680. Twenty countries applied new development planning approaches in planning and analysis, in particular in the implementation of the Sustainable Development Goals. Since the adoption of the 2030 Agenda, the Commission has observed an increase in demand in that area, in particular in the areas of mainstreaming of the Sustainable Development Goals, updating of planning and policy modelling tools and strengthening national statistics systems and accountability frameworks in national planning.

681. Complementing its advisory services, the Commission also delivered training on development planning issues. Thirty-four member States provided positive feedback regarding their utilization of ECA training programmes and materials on development planning.

## 2. Economic and social development in Asia and the Pacific

### Subprogramme 1
### Macroeconomic policy and inclusive development

*(a) Enhanced understanding among policymakers and other target groups of policies that promote economic growth, reduce poverty and narrow development gaps in the region*

*(b) Improved capacity of member States, particularly countries with special needs, to design and implement development policies for achieving the development agenda beyond 2015 (as and when approved by the General Assembly) and other internationally agreed development goals, including gender equality*

*(c) Improved capacity of member States to formulate and implement rural development policies and measures that promote sustainable agriculture and food security for the equitable benefit of women and men, girls and boys*

682. Technical materials produced by ESCAP enhanced policymakers' understanding of how to tailor macroeconomic policies to their specific needs and use progressive taxation and social safety nets to address inequality. Countries have also mainstreamed the targets of the Sustainable Development Goals into their national development plans and linked them with national budgets. Member States have referred to the findings of the *Economic and Social Survey of Asia and the Pacific* in their policy statements and in intergovernmental forums. The number of references to ESCAP publications reached 749 (biennial target: 850). This result was achieved despite the reduction of locations where the *Survey* was launched by over 30 per cent in 2016–2017.

683. Capacity-building workshops organized by ESCAP contributed to enhanced national policymaking and strengthened institutional capacities to design and implement policies and global programmes of action. Overall, 86 per cent of participants (biennial target: 85 per cent) indicated that they could design and implement development policies.

684. Advisory services on the graduation of least development countries, Sustainable Development Goal modelling and macroeconomic policies strengthened the capacities of policymakers to implement the 2030 Agenda in the Asia-Pacific region, as evidenced by the fact that 95 per cent of surveyed participants (biennial target: 85 per cent) indicated that they had used knowledge and skills gained from ESCAP to implement the 2030 Agenda.

### Subprogramme 2
### Trade and investment

*(a) Enhanced knowledge among ESCAP member States of trends, emerging issues and evidence-based policy options in the area of trade and investment and related fields of enterprise development, innovation and technology development and transfer, for inclusive and sustainable development*

*(b) Increased capacity of ESCAP member States to formulate and implement policies on trade, investment, innovation, enterprise development and technology transfer for inclusive and sustainable development, including those that are gender-responsive*

685. Training materials on science, technology and innovation needs analysis, coupled with training and advisory services on effective science, technology and innovation policy and strategy formulation, increased the knowledge of policymakers, enabling them to formulate related policy and strategy. In addition,

technical materials on trade in services negotiations, produced by ESCAP for Afghanistan, India, Nepal and Sri Lanka, helped enhance the knowledge and skills of policymakers to formulate effective and coherent policies on trade, investment, enterprise development and technology transfer. The number of references to ESCAP publications on trade and investment reached 61 (biennial target: 35) and the number of downloads of ESCAP publications reached 2,582 (biennial target: 40,000).

686. As part of the implementation of the 2030 Agenda and the attainment of inclusive and sustainable development in the Asia and Pacific region, capacity-building events and regional advisory services on evidence-based policies for foreign direct investment, science, technology and innovation, trade negotiations and small and medium-sized enterprise development, organized by ESCAP in response to Government requests, enhanced the capacity of member States to formulate, design and implement effective evidence-based policies on trade and investment. Over 91 per cent of participants (biennial target: 85 per cent) engaged in ESCAP-organized training indicated that their capacity to formulate or implement policies on trade, investment and enterprise development had increased because of ESCAP interventions.

### Subprogramme 3
### Transport

*(a) Increased capacity of ESCAP member States to develop and implement transport policies and programmes that support inclusive, equitable and sustainable development and are gender-responsive*

*(b) Increased capacity of ESCAP member States to plan, develop and implement international intermodal transport linkages, including the Asian Highway network, the Trans-Asian Railway network, inter-island shipping and dry ports of international importance*

*(c) Increased capacity of ESCAP member States and the private sector to initiate and implement measures to improve the efficiency of international transport operations and logistics*

687. Capacity-building activities organized by ESCAP in response to government requests in sustainable urban transport development, smart transport, road safety and rural transport contributed to the formulation of 95 policy initiatives (biennial target: 95) in member countries. These policy initiatives facilitated the planning and development of urban public transport systems and measures to improve road safety, including infrastructure safety and the safety of vulnerable road users, and rural access.

688. The provision of advisory services and tailored training programmes on transport connectivity continued to help member States in the region to improve transport connectivity along the Asian Highway network between China, Mongolia and the Russian Federation. The number of projects and programmes to upgrade regional transport infrastructure reached 83 (biennial target: 73). Furthermore, the number of regional and subregional agreements was 82 (biennial target: 75).

689. Advisory services were provided to enhance policymakers' capacity to formulate and implement measures to improve efficiency in international transport operations and logistics. Thirty-four initiatives (biennial target: 34) were undertaken to remove non-physical bottlenecks to the free movement of goods. In addition, 18 countries (biennial target: 18) took measures to improve logistics performance.

### Subprogramme 4
### Environment and development

*(a)* *Enhanced understanding by local and national government officials and other stakeholders of means of aligning environment and development policymaking and energy security, water resources management and urban development policies, including their gender dimensions, with the development agenda beyond 2015 (as and when approved by the General Assembly) and the Sustainable Development Goals*

*(b)* *Improved capacity of local and national governments and major stakeholders to operationalize environment and development policymaking and energy security, water resources management and urban development policies, including their gender dimensions, in the context of the development agenda beyond 2015 (as and when approved by the General Assembly) and the Sustainable Development Goals*

690. Technical materials on energy security, water resources management and urban development policies increased the understanding of government officials and strengthened further institutional capacities for the application of sustainable development strategies, policies and tools, as evidenced by the fact that over 10 references were made to ESCAP publications (biennial target: 15). The report *Complementarities between the ASEAN Community Vision 2025 and the United Nations 2030 Agenda for Sustainable Development: a Framework for Action*, which outlined seven specific flagship initiatives to support ASEAN countries in translating the ASEAN Community Vision 2025 and the 2030 Agenda from a political aspiration to practical implementation was submitted to the ASEAN Summit in August 2017 and endorsed by ASEAN member States. The report describes partnerships between the United Nations and other institutional actors in developing knowledge products and technical advice in support of the implementation of the 2030 Agenda and linkages with the regional development vision. The report was well received by the ASEAN leaders, who extensively praised the value it brought.

691. ESCAP training workshops and advisory services on energy security, environment and development policymaking, water resources management, urban development and integration of the Sustainable Development Goals strengthened the capacity of local and national governments to operationalize related policies, as demonstrated by the development by governments of 19 policies, strategies and initiatives (biennial target: 15).

### Subprogramme 5
### Information and communications technology and disaster risk reduction and management

*(a)* *Improved knowledge and awareness of member States of effective strategies and policies in information and communications technology connectivity, space applications and disaster risk reduction and management, including their gender dimensions, for inclusive, equitable, sustainable and resilient development*

*(b)* *Strengthened capacity of member States to apply information and communications technology, space applications, and disaster risk reduction and management strategies for inclusive, equitable, sustainable and resilient development*

692. Capacity-building workshops and knowledge products provided by ESCAP to government officials increased their knowledge and awareness of ICT connectivity, space applications and disaster risk management for sustainable development. Eighty-

eight per cent of member States indicated that their knowledge of strategies and policies related to ICT, space applications and disaster risk reduction and management was enhanced (biennial target: 70 per cent). The number of downloads for ESCAP publications on ICT, space applications and disaster risk reduction and management reached 2,854 (biennial target: 800).

693. Tailored capacity-building and regional advisory services on ICT, space application and disaster-risk management organized by ESCAP enhanced the capacity of member States in the Asia-Pacific region to effectively assess risk vulnerabilities and develop informed disaster risk strategies and plans. Ninety-one per cent (biennial target: 85 per cent) of the government officials attending targeted training in ICT, space applications and disaster risk management indicated that they were better able to apply ICT for socioeconomic development. Under the ASEAN-United Nations Joint Strategic Plan of Action on Disaster Management, the majority of member States have integrated disaster-related statistics into their national statistical systems. The number of initiatives reflecting or incorporating joint training modules and/or curricula developed by the Asian and Pacific Training Centre for Information and Communications Technology for Development reached 476 during the biennium (biennial target: 205).

### Subprogramme 6
### Social development

*(a) Enhanced knowledge, capacity and regional cooperation to address population and development trends, including their gender dimensions, in Asia and the Pacific*

*(b) Enhanced knowledge, capacity and regional cooperation to strengthen social protection systems, including the health and gender dimensions, in Asia and the Pacific*

*(c) Enhanced knowledge, capacity and regional cooperation to promote gender equality and women's empowerment in Asia and the Pacific*

*(d) Enhanced knowledge, capacity and regional cooperation to promote the rights of persons with disabilities in Asia and the Pacific*

694. The Commission's innovative and cutting-edge research has proven critical to the enhancement of knowledge, capacity and regional cooperation in social development. Analytical and advocacy products and e-learning tools on social protection and social development trends, including on poverty, inequality, migration, population ageing and youth empowerment, resulted in 95 per cent of respondents (biennial target: 80 per cent) indicating that their knowledge had been enhanced through the analytical products of ESCAP on population and development trends.

695. Knowledge and the capacity to strengthen social protection systems, including their gender dimensions, was also enhanced, as evidenced by the fact that 89 per cent of respondents (biennial target: 80 per cent) indicated that their knowledge and skills had been enhanced through ESCAP activities.

696. Because of ESCAP capacity-building initiatives and advisory services, three initiatives (biennial target: 3) were taken to fully integrate gender concerns into national policy, planning and budgetary processes, with the aim of achieving gender equality.

697. Capacity-building workshops increased the knowledge and awareness of member States with regard to gender-responsive budgeting, women's economic empowerment and the integration of gender concerns into national planning and budgetary processes. In order to promote the rights of persons with disabilities,

including in domestic laws and policies, six initiatives (biennial target: 4) were undertaken by member States.

### Subprogramme 7
### Statistics

*(a) Enhanced awareness of member States of effective strategy and policy options for inclusive and sustainable development, including gender equality, in Asia and the Pacific, through increased availability of relevant statistical products and services*

*(b) Increased capacity of member States in Asia and the Pacific to produce, disseminate and use statistics in accordance with internationally agreed standards and good practices in support of progress towards inclusive and sustainable development, including gender equality, in Asia and the Pacific*

698. Technical materials produced by ESCAP on statistics enhanced the awareness and understanding of member States of effective strategy and policy options, including their understanding of the availability of data, gaps and capacity needs in over 17 countries. Overall, 95 per cent of surveyed participants (biennial target: 65 per cent) indicated that statistical products and services provided by ESCAP increased awareness of effective strategy and policy options for inclusive and sustainable development. The number of downloads of online statistical products reached 7,450 (biennial target: 7,000).

699. Training workshops on economic, environmental, population and social statistics and big data increased the capacity of member States to produce, disseminate and use statistics in accordance with internationally agreed standards and good practices in support of 2030 Agenda. Innovative approaches to measuring progress on the implementation of the Sustainable Development Goals and the regional Sustainable Development Goal data hub of ESCAP increased the capacity of participants to use innovative approaches and tools for data analysis, as evidenced by the fact that over 95 per cent of participants (biennial target: 70 per cent) attending ESCAP activities indicated they had increased their knowledge and ability to produce, disseminate and use statistics. Seventy-nine per cent of the participants (biennial target: 70 per cent) in training courses delivered by ESCAP reported that the organized training had increased their knowledge and abilities.

### Subprogramme 8
### Subregional activities for development

*(a) Strengthened capacity in the subregions to plan and implement inclusive, equitable and sustainable economic and social policies, including gender considerations*

*(b) Strengthened effectiveness of the subregions in knowledge-sharing and fostering partnerships among ESCAP member States, civil society and other relevant development partners to address priority issues for inclusive, equitable and sustainable development and achievement of internationally agreed development goals*

700. Tailored training and advisory services enhanced the capacities of government officials to address subregional priorities and implement sustainable economic and social policies. In the Pacific, the capacities to draft disability instruments and undertake legislative reviews were strengthened, resulting in timely submission of bills to parliaments. In East and North-East Asia, the capacity to address trade and transport connectivity issues was strengthened through knowledge-sharing and partnerships among member States. The capacity of government officials in North

and Central Asia to jointly implement transport, energy and ICT infrastructure initiatives was enhanced through seminars. The capacity of South Asian countries to improve transport connectivity and empower women were also enhanced. On average, 85 per cent of participants (biennial target: 75 per cent) found organized activities relevant and useful.

701. Knowledge-sharing and partnerships with development partners and United Nations agencies to address key issues facing the region were strengthened through South-South cooperation and the production of technical materials/publications on trade, climate change, social inclusion and transport, contributing to enhanced knowledge of these issues by government officials and other stakeholders in the region, with 85 per cent of respondents (biennial target: 60 per cent) indicating that they found ESCAP activities helpful. Furthermore, 18 institutions (biennial target: 8) participated in knowledge-sharing activities.

## 3. Economic development in Europe

### Subprogramme 1
### Environment

*(a) Improved transboundary water and environment management in countries of Eastern Europe, the Caucasus and Central Asia, and South-East Europe*

702. With the support of ECE, six agreements/action programmes (biennial target: 6) were implemented in river basins, as planned. For the Kura, a draft agreement was finalized to formalize water cooperation between Azerbaijan and Georgia. For the Drin basin, a project to promote joint management of shared water resources and improve coordination among sub-basin joint intergovernmental bodies is being implemented, and the work on transboundary water diagnostic analysis has started. Ukraine ratified the Treaty on Cooperation on the Conservation and Sustainable Development of the Dniester River Basin, and a project on integrated water resources management in the basin has started. Progress in the Chu and Talas basins included the finalization of the transboundary diagnostic analysis and its approval by the basin countries. A permanent working group on adaptation to climate change was established by the Chu Talas Water Commission. In the Pyanj basin, a joint Afghan-Tajik expedition was organized and a memorandum of understanding on environmental cooperation was drafted and is currently under negotiation. An intergovernmental regional working group for Central Asian countries, established in 2016 to support cooperation on water quality, focused its work on strengthening national capacity in water quality monitoring and management.

### Subprogramme 2
### Transport

*(a) Strengthened national capacities to improve transport infrastructure, border crossing facilitation and road safety and security*

*(b) Strengthened regional cooperation on transport infrastructure and border crossing facilitation*

*(c) Strengthened national capacities for the strategic road safety development*

703. The subprogramme contributed to the strengthening of the national capacity of countries of South-Eastern Europe and Eastern Europe, the Caucasus and Central Asia to accede to and implement United Nations legal instruments on transport and to achieve the transport-related Sustainable Development Goals through technical cooperation projects, advisory services and capacity-building workshops. As a result, the number of contracting parties to United Nations legal instruments on transport administered by ECE increased to 1,732 in 2017 (biennial target: 1,710), including

11 countries of South-Eastern and Eastern Europe, the Caucasus and Central Asia (Croatia (1 accession), Estonia (1), Georgia (2), Poland (1), the Republic of Moldova (2), the Russian Federation (1), Serbia (1), Slovenia (2), Turkey (1), Turkmenistan (1) and Ukraine (1)). In addition, the workshops enabled member States to establish a link between the implementation of United Nations legal instruments on transport and the achievement of the transport-related Sustainable Development Goals. ECE road safety projects, workshops and advisory missions supported member States in developing national road safety strategies and improving evidence-based decision-making on road safety targets. As a result, the number of countries with established national targets increased to 45 (biennial target: 43). Fifty-seven United Nations Member States (biennial target: 55) actively participated in ECE subregional projects (on Euro-Asian transport links, the Trans-European Motorway and the Trans-European Railway), which strengthened the capacity of participating countries to develop resilient transport infrastructure and improve connectivity.

### Subprogramme 3
### Statistics

*(a)* *Improved capacity to produce and disseminate statistical indicators for the monitoring of Sustainable Development Goals*

*(b)* *Increased ability of countries with less developed statistical systems to address their capacity gaps to collect, process and disseminate statistical information in compliance with international standards, recommendations and best practices, including the United Nations Fundamental Principles of Official Statistics*

704. The countries of Eastern Europe, the Caucasus and Central Asia have not yet disseminated any Sustainable Development Goal indicator data on their websites owing to delays in finalizing indicator methodologies by international organizations responsible for their development. Three countries (Armenia, Belarus and Uzbekistan) have posted some information about Sustainable Development Goal indicators, such as proposals for national indicators, taking into account the recommendations of the ECE road map on statistics for Sustainable Development Goals (biennial target: 4). Nine countries (Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Republic of Moldova, Tajikistan and Ukraine) have integrated recommendations from global assessments into national strategies for the development of statistics (biennial target: 9). During the biennium, global assessments of the national statistical systems of Azerbaijan, Kazakhstan and Ukraine were completed and a global assessment for the Republic of Moldova was started.

705. Fifteen countries provided comprehensive reports documenting the production processes of economic, social and environmental statistics (biennial target: 17). Outreach to the remaining countries (Turkmenistan and Uzbekistan) is continuing, in order to support their engagement.

706. Meetings of the working group on statistics of the United Nations Special Programme for the Economies of Central Asia, held by ECE in 2016-2017, enhanced the capacity of those countries to monitor sustainable development, develop statistical business registers and use administrative sources for the production of official statistics.

### Subprogramme 4
### Economic cooperation and integration

(a) *Enhanced knowledge of best practices and guidelines related to economic cooperation and integration issues, particularly those covered by the United Nations Special Programme for the Economies of Central Asia*

(b) *Strengthened regional institutions and regional legal frameworks in areas covered by the United Nations Special Programme for the Economies of Central Asia*

707. Two annual Economic Forums of the Special Programme for the Economies of Central Asia (Ganja, Azerbaijan, in 2016; and Dushanbe, Tajikistan, in 2017) resulted in two sets of recommendations on strengthening subregional cooperation for achieving the Sustainable Development Goals. A study on the Sustainable Development Goals in the countries participating in the Special Programme identified gaps in subregional cooperation for the implementation of the relevant Goals. Based on the study, the working groups of the Special Programme identified key Goals and targets for future work. A study on innovation for achieving the Sustainable Development Goals in the countries participating in the Special Programme contributed to the development of the regional strategy for innovation in the ECE region. Eighty-five per cent of the countries participating in the Special Programme used information provided by ECE advisory missions and capacity-building activities to strengthen regional economic cooperation, as acknowledged by the Governing Council of the Special Programme at its annual session in December 2017 (biennial target: 85 per cent). Five regional institutions and framework partners acknowledged that technical cooperation under the Special Programme had increased their effectiveness (biennial target: 5). Training was provided for the new Chair of the International Fund for Saving the Aral Sea (Turkmenistan) in leading the activities of the Fund, which resulted in improved management of information on water management in the Aral Sea basin.

### Subprogramme 5
### Sustainable energy

(a) *Improved technical capacity of stakeholders on sustainable energy issues, in particular: energy efficiency, cleaner electricity production from fossil fuels, renewable energy, energy-relevant resource classification and natural gas*

(b) *Strengthened capacity of ECE member States to establish norms and standards on sustainable energy*

708. The work of the subprogramme was fully aligned with the 2030 Agenda for Sustainable Development, and in particular Sustainable Development Goal 7. Through its advisory services and capacity-building activities, the subprogramme contributed to the improvement of the capacities of national stakeholders on energy efficiency, cleaner electricity production from fossil fuels, renewable energy and energy-relevant resource classification in Eastern and South-Eastern Europe, the Caucasus and Central Asia. Fifteen institutions (energy-related ministries/agencies and energy research institutes) (biennial target: 15) confirmed that ECE capacity-building activities had strengthened their knowledge on sustainable energy and contributed to enhanced transboundary energy cooperation. Fifteen countries implemented ECE norms and best practices on sustainable energy, including global practices on energy data collection methodologies to measure the progress towards the achievement of Sustainable Development Goal 7, recommendations on improving the investment environment for renewable energy and recommendations on high-efficiency, low-emissions innovative technologies for coal-fired power plants

(biennial target: 14). Within the framework of the United Nations Special Programme for the Economies of Central Asia, the twentieth and twenty-first sessions of the working group on water, energy and environment improved the understanding of participants of the interlinkages between Sustainable Development Goals 6 and 7 and strengthened subregional cooperation in Central Asia. Four capacity-building activities on the United Nations Framework Classification for Resources contributed to the dissemination and better understanding of the framework globally (biennial target: 4).

### Subprogramme 6
### Trade

*(a) Enhanced national capacities to improve trade facilitation and electronic business*

*(b) Strengthened regional cooperation on trade facilitation and electronic business*

709. Capacity-building efforts were aligned with the entry into force of the WTO Trade Facilitation Agreement and the Sustainable Development Goals. With the support of ECE, six countries strengthened national trade facilitation mechanisms that contributed to better implementation of trade facilitation and electronic business (biennial target: 6). Two national readiness assessments for the implementation of the Trade Facilitation Agreement (Azerbaijan and Kazakhstan) and a national trade facilitation strategy and targeted capacity-building provided to Ukraine enhanced national capacities to implement the Trade Facilitation Agreement measures (biennial target: 3). In addition, Azerbaijan, Kyrgyzstan and Ukraine received assistance on the implementation of single window and other trade facilitation measures, such as support to national trade facilitation bodies and implementation of national trade reforms. The subprogramme supported three subregional networks, on trade facilitation, electronic business and the single window (the Eurasian Economic Commission, the United Nations Special Programme for the Economies of Central Asia and the Organization of the Black Sea Economic Cooperation) (biennial target: 3). Two subregional seminars for countries of the Special Programme and the Western Balkans resulted in inclusion of the trade-related Sustainable Development Goals in their national sustainable development plans. A regional Organization of the Black Sea Economic Cooperation trade facilitation strategy significantly raised cooperation among the countries of the Organization. A regional trade policy forum of the United Nations Special Programme for the Economies of Central Asia, held in Ashgabat in 2016, improved cooperation among the countries of the Special Programme on trade policy and WTO and enhanced understanding of the WTO process among decision-makers (target 17.10 of the Sustainable Development Goals).

### Subprogramme 7
### Forests, land and housing

*(a) Enhanced national capacity of countries in the ECE region for evidence-based formulation and implementation in sustainable forest management*

*(b) Enhanced national capacity of countries in the ECE region for evidence-based policy formulation and implementation in housing, urban planning and land administration*

710. ECE capacity-building activities focused on the improvement of member States' reporting on forests, forest products and wood energy, the development of sustainable forest management tools and enhancing national capacities in forest certification, promoting green jobs and providing support to forest owners.

711. As a result, 39 member States provided satisfactory data on sustainable forest management (biennial target: 36) in response to ECE questionnaires on wood energy

and forest ownership. Seventeen ECE member States reported that they were implementing the Rovaniemi Action Plan (biennial target: 15).

712. Twenty-five countries improved national policies on housing, urban development and land management based on ECE guidelines (biennial target: 24). An assessment of national housing policies in Kazakhstan contributed to better understanding of the gaps in housing policies. National action plans for Armenia, the Republic of Moldova, Serbia and Tajikistan contained proposed measures on housing and urban development. An assessment of city potential for smart urban development in Voznesenk, Ukraine, enhanced national knowledge of urban management using ICT. Twenty-five countries benefited from best practices in sustainable housing, urban development and land administration (biennial target: 25).

## 4. Economic and social development in Latin America and the Caribbean

### Subprogramme 1
### Linkages with the global economy, regional integration and cooperation

*(a) Improved capacity of policymakers in ECLAC member countries to formulate, implement and evaluate trade policies and export development strategies with a view to achieving a more effective and equitable participation in global and regional value chains*

*(b) Strengthened capacity of national export sectors in ECLAC member countries to meet the demands and seize the opportunities arising from the environmental aspects of the new sustainable development agenda*

*(c) Strengthened government capacities in ECLAC member countries to design and implement effective policies to promote inclusive trade with a focus on small and medium-sized exporters, employment, gender equality and poverty reduction*

713. During 2016–2017, eight countries (biennial target: 8) used information and inputs provided by ECLAC through technical cooperation activities. Colombia, Ecuador, El Salvador, Honduras, Nicaragua and Peru implemented activities in the areas of small and medium-sized enterprise export innovation and socio-environmentally sustainable trade, and Guatemala and Honduras evaluated the impact of deepening a customs union. National institutions of 12 countries (biennial target: 8) developed policies on inclusive trade. Bolivia, Colombia, Ecuador and Peru evaluated their export and productive diversification by analysing their value chains. Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama benefited from capacity-building workshops, which increased their capacity to implement trade facilitation measures in line with the WTO Trade Facilitation Agreement. Fourteen public institutions and private organizations from member countries (biennial target: 17) improved their capacities to meet the demands and exploit the new opportunities arising from the environmental aspects of the new sustainable development agenda. These included the establishment of a public-private dialogue in Ecuador to analyse the environmental footprint of tuna exports and the implementation of a pilot programme by institutions from 11 coffee-producing countries through the Latin American and Caribbean Coffee Environmental Footprint Network, coordinated by ECLAC, in collaboration with the Foundation to Promote the Competitiveness of Micro and Small Enterprise in Central America.

### Subprogramme 2
### Production and innovation

*(a) Strengthened capacity of countries of the region to design, implement and evaluate strategies and policies to increase productivity and innovation in their economies*

*(b) Improved capacity of countries of the region to design public policies and regulatory systems on corporate social responsibility and corporate governance that improve the sustainability and performance of firms, with the view to foster the contribution of the productive sector to the Sustainable Development Goals*

714. During 2016–2017, 12 countries (biennial target: 7) benefited from ECLAC technical cooperation services, which fostered productivity and innovation in their economies. In Ecuador, the agricultural policy, the industrial policy 2016–2025 and the national strategy for change in the productive matrix were enhanced; in Chile, the Production Development Corporation and Invest Chile designed smart specialization strategic programmes and developed an investment strategy for the exportable technology service sector. In the Dominican Republic, advisory services informed the country's digital agenda for 2016–2020. The digital strategy of Brazil was supported by ECLAC policy documents. In Argentina, the Secretariat of Small and Medium-sized Enterprises and Regional Development implemented a new framework law to foster small and medium-sized enterprises in line with ECLAC recommendations. Bolivia, Brazil, Costa Rica, Ecuador, Panama and Venezuela enhanced their capabilities in policies for innovation and technological development through an ECLAC training course held in 2016. Within the framework of the regional dialogue on broadband, Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, Mexico, Paraguay, Peru and Uruguay incorporated new priority topics related to ICT in national policy discussions. Owing to a shift in corporate governance norms in several of the beneficiary countries (Brazil, Chile, Colombia, Mexico and Peru) during the biennium, activities had to be reoriented towards capturing and revising in-country corporate governance standards and indicators. A thorough assessment of the corporate governance legal framework for mergers and acquisitions in seven Latin American countries (Argentina, Brazil, Chile, Colombia, Ecuador, Mexico and Peru) was successfully carried out, surpassing the biennial target of four beneficiary countries.

### Subprogramme 3
### Macroeconomic policies and growth

*(a) Strengthened capacities of national policymakers in member countries to design and implement macroeconomic and financial policies and measures aimed at achieving stable growth while reconciling cyclical economic movements with medium- and long-term development priorities*

*(b) Enhanced capacities of countries of the region to formulate, implement and assess policies, regulations and measures that promote long-term inclusive growth and achieve progress on key social variables*

715. During 2016–2017, policymakers from six countries (biennial target: 6) expressed the usefulness of ECLAC advisory services in the design of sustainable growth-enhancing policies. Peru was supported in its development of sustainable national logistics and mobility policies; Colombia and Venezuela received guidance on the reopening of their shared border; Colombia and the Dominican Republic received support in strengthening their unemployment protection policies, with a focus on professional training and capacity-building; Panama benefited from the

ECLAC "Forum on the financing of the Sustainable Development Goals, tax cooperation and transparency: a balancing act for developing countries"; and Chile improved its analysis of present and future skills demands and worked towards the establishment of a training programme for people with disabilities. Ninety-nine per cent of the beneficiaries (biennial target: 82 per cent) of ECLAC technical cooperation services through key regional seminars and expert meetings on sustainable development and development finance challenges, regional fiscal policies and boosting growth in the region, deemed the activities "useful" or "very useful" for their work. During 2016–2017, seven countries (biennial target: 7) incorporated ECLAC advice and recommendations to promote inclusive growth. In Argentina, Chile, Ecuador, Mexico and Panama, ECLAC-aligned policies, measures or actions were implemented in fiscal matters. Actions regarding labour market policies were identified in Chile, Colombia, the Dominican Republic and Ecuador.

### Subprogramme 4
### Social development and equality

*(a) Enhanced knowledge and technical capacity of national and subnational governments to formulate, implement and evaluate policies, plans and programmes that address poverty reduction and social protection, and tackle the structural and emerging gaps of social and gender inequalities*

*(b) Strengthened technical capacity of social policy institutions to improve the analysis of social issues and the social impact and efficiency of public action*

716. During 2016–2017, 10 social policies, plans or programmes (biennial target: 8) addressing the structural and emerging gaps of equality were positively impacted by ECLAC technical assistance. These included: the national plan on social development in El Salvador; the poverty programme Tekopora in Paraguay; the e-health programme in Uruguay; the national and regional policies of the National Council of Culture and Arts and the Advisory Council on Digital Policy for Education in Chile; the Connected Homes programme in Costa Rica; the strategy for eradication of poverty in El Salvador; and the pilot for the predictive model on child labour in Argentina, Jamaica and Peru. Ninety-two per cent of beneficiaries (biennial target: 68 per cent) of ECLAC technical cooperation services indicated that they had improved their knowledge and skills to design and implement equality-oriented development policies and programmes. A further seven institutions (biennial target: 5) enhanced their capacities in designing and implementing social policies to improve the analysis of social issues and the social impact and efficiency of public action.

### Subprogramme 5
### Population and development

*(a) Enhanced technical capacity of Latin American and Caribbean stakeholders concerned with population and development issues to monitor population trends and address population and development issues for use in sociodemographic policies and programmes*

*(b) Increased technical capacity of Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Programme of Action of the International Conference on Population and Development, the Montevideo Consensus on Population and Development, and other international agreements relating to those issues*

717. During the biennium, nine national statistical offices (biennial target: 7) (Bolivia, Chile, Cuba, the Dominican Republic, Guatemala, Haiti, Honduras, Peru and Uruguay) used ECLAC methodologies and tools in the preparation, conduct and

evaluation of population and housing censuses. As a result of the technical assistance provided by ECLAC, 11 institutions from 11 countries in the region (biennial target: 10) took action by adopting policies, measures or actions on the inclusion of the ethnic approach and the rights-based approach for monitoring and implementing the recommendations and objectives of the regional programme and international agreements. Honduras and Mexico implemented measures related to the prevention of pregnancy in adolescents, and Chile, Guatemala, Honduras, Mexico, Peru, Uruguay and Venezuela implemented measures related to the rights of indigenous populations and people of African descent and interculturality. In addition, several countries introduced legislation, policies or programmes in favour of the elderly, including Argentina, Belize, Bolivia, Chile and Costa Rica, and Costa Rica and Chile have included ECLAC recommendations in national laws, policies and programmes on disability.

### Subprogramme 6
### Sustainable development and human settlements

*(a) Increased capacity of Latin American and Caribbean countries to integrate sustainability criteria into development policies and measures, particularly in relation to sustainable development, climate change adaptation and mitigation measures, and human settlements*

*(b) Enhanced capacity of the Governments in the region and other stakeholders to follow up on and make progress in the implementation of international agreements related to sustainable development, climate change and human settlements*

718. During 2016–2017, four Governments (biennial target: 2) made advances in tracking public environmental expenditure in line with ECLAC recommendations and policy proposals, among which were Chile, Costa Rica and Venezuela. In Ecuador, a spending label on environmental equality policy is currently being implemented by the Ministry of Finance. Six Governments (biennial target: 4) enhanced their capacities to assess environmental performance or implement environmental and economic accounting through ECLAC technical assistance. Chile and Peru benefited from an environmental performance review; Colombia included a greenhouse gas emission rate, as proposed by ECLAC, in the recent tax reform proposal; and Colombia, Costa Rica and Paraguay set their national determined contributions for reducing greenhouse gas emissions. A further four Governments (biennial target: 4) increased national access rights in environmental matters and strengthened regional cooperation as the result of the capacity-building activities of ECLAC: Dominica, Grenada and St. Kitts and Nevis became signatory countries of the Declaration on the application of Principle 10 of the Rio Declaration on Environment and Development in Latin America and the Caribbean and Saint Lucia joined the Principle 10 negotiating committee, making significant progress in information access in environmental matters. Finally, 89 per cent (biennial target: 65 per cent) of workshop beneficiaries acknowledged having benefited from ECLAC training on sustainable development, climate change and human settlements.

### Subprogramme 7
### Natural resources and infrastructure

*(a) Enhanced capacity of Latin American and Caribbean governments to assess and implement policies and tools for the sustainable governance of natural resources*

*(b) Strengthened capacity of Latin American and Caribbean stakeholders to formulate comprehensive and sustainable policies and strategies in the areas of infrastructure services, logistics and mobility, with due consideration to regional integration schemes*

719. During the biennium, eight countries (biennial target: 9) namely, Belize, Bolivia, Brazil, Costa Rica, Haiti, Paraguay, Peru and Trinidad and Tobago, benefited from ECLAC recommendations on cross-sectoral dialogue on the link between logistics and the sustainable use of natural resources. Brazil and Peru enhanced their capacities in assessing inland navigation, and Costa Rica strengthened its transport governance and logistic integration, towards the sustainable use of natural resources. As a result of ECLAC technical cooperation, policies, measures or actions were adopted by at least 15 countries in the region (biennial target: 7): Haiti implemented public policies modernizing land transport; El Salvador improved public policies in mobility, logistics, transport and ports; Ecuador designed a national energy policy; the Dominican Republic developed a law on mobility, ground transport and road safety; Belize developed a national logistics and mobility policy; Costa Rica and Mexico strengthened their water laws; and at least another 8 countries received technical training on a harmonized methodology for measuring public-private investment in infrastructure at the national and subnational levels, developed by ECLAC, the Inter-American Development Bank and the Andean Development Corporation. As a result, the beneficiary countries significantly enhanced their capacities and improved in-country procedures for updating and providing continuity to the INFRALATAM regional database. Finally, six member countries of the Permanent Secretariat of the General Treaty on Central American Economic Integration (biennial target: 6) made advances in the implementation of subregional logistics and mobility policies following ECLAC recommendations.

### Subprogramme 8
### Statistics

*(a) Increased technical capacity of Latin American and Caribbean countries to monitor economic, environmental and social trends and to formulate evidence-based policies*

*(b) Increase technical capacity of Latin American and Caribbean countries to implement the System of National Accounts and to enhance the regional integration of national statistical systems*

720. During the biennium, nine countries (biennial target: 8) made advances in the implementation of the System of National Accounts 2008 and the System of Environmental Accounting 2012. National officers from national statistical offices and central banks from Argentina, Brazil, Curaçao, Ecuador, Paraguay and Uruguay received support in the implementation of the System of National Accounts 2008 and technical assistance was provided to Brazil, Colombia, Curaçao, Jamaica, Paraguay and Uruguay in the implementation of the System of Environmental Accounting 2012. In addition, a course on national accounts was delivered in Chile to national officers from central banks and national statistical offices from Brazil, Colombia, Ecuador, Paraguay and Uruguay, in which 12 participants received training. Fourteen countries (biennial target: 11) considered ECLAC recommendations in the development of

statistics to monitor economic, environmental and social trends. As a direct result of ECLAC technical support in the measurement of biodiversity and ecosystem indicators, Chile enhanced its human capacity and national biodiversity strategy to include six new biodiversity indicators pertaining to Sustainable Development Goals 14 and 15, giving rise to South-South cooperation with Mexico. Furthermore, Bolivia, Chile, Costa Rica, Ecuador, Guatemala, Mexico, Paraguay and Venezuela received technical assistance in the design of household surveys and analysis of the related data, and the member countries of the Permanent Secretariat of the General Treaty on Central American Economic Integration benefited from a regional workshop on the measurement of poverty and inequality indicators, incorporating ECLAC recommendations into their national methodologies.

721. On average, 88 per cent (biennial target: 80 per cent) of participants in the regional workshop on environmental accounts for policy analysis rated this activity as "good" or "very good".

### Subprogramme 9
### Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

(a) *Enhanced national and subregional institutional capacity to design, evaluate, promote and implement policies and frameworks mechanisms on economic and social development, integration, and productive development, with particular emphasis on structural change and multidimensional equality*

(b) *Enhanced national and subregional institutional capacity to design, evaluate, promote and implement policies and frameworks mechanisms on energy and energy integration, and inclusive and sustainable adaptation to climate change, with an appropriate transition to low-carbon economies and strengthened co-benefits between sustainable development goals and sectors, including agricultural development and food security*

722. During the biennium, seven institutions (biennial target: 7) applied ECLAC recommendations in the areas of economic and social development, integration and productive development. El Salvador made advances in the administrative regulation of its social protection and development law; Mexico made advances in the constitutional formulation, discussion and approval process from a human rights perspective; Cuba made advances in the methodology for value chains; the Council of Ministers of Finance of Central America made advances in fiscal multipliers; Honduras made advances in the preparation of its voluntary national review on implementation of the Sustainable Development Goals; and Guatemala and Honduras made advances in the macroeconomic impacts associated with deep integration. Seven institutions (biennial target: 7) applied ECLAC energy and climate change-related recommendations: Mesoamerica project countries to the regional energy efficiency plan; Costa Rica and Honduras to the generation of impact scenarios of climate on human health; Costa Rica to knowledge-sharing and capacity-building for the design of a climate change variables and risk management information system for the agricultural sector; Costa Rica and Nicaragua to the review of electricity pricing structures and to proposals for the design of a new tariff structure; and El Salvador to the review and updating of the formula mechanism for fuel prices. A total of 351 participants (149 of whom were women) benefited from training courses on climate change risks, including impacts on health, and the potential impacts of climate change on the coffee sector in Central America. Ninety-four per cent of the respondents (biennial target: 85 per cent) considered the events "excellent", "very good" or "good".

### Subprogramme 10
### Subregional activities in the Caribbean

*(a) Improved capacity of countries in the subregion to address economic, social and environmental development issues*

723. During 2016-2017, eight countries (biennial target: 7) applied ECLAC recommendations in formulating policies or adopting measures to address economic, social and environmental issues. Upon request from national Governments, disaster assessments using the ECLAC damage and loss assessment methodology were conducted by ECLAC in Anguilla, the Bahamas, the British Virgin Islands, Sint Maarten and the Turks and Caicos Islands. Ecuador received training and policy advice on this methodology in the aftermath of the 2016 earthquake; the subsequent assessment was employed as the primary mechanism for informing the financing of the recovery process in the country. St. Kitts and Nevis received technical assistance in the drafting of an implementation plan for the development of the yachting sector, which contributed positively to the development of the sector. Grenada accepted ECLAC policy advice in the identification of non-tourism service subsectors and in the development of a policy framework and strategy to facilitate diversification and sustainable economic growth. Based on those recommendations, Grenada is currently in the process of formulating aligned policy measures. Capacity-building activities were provided for national officers in Brazil, Panama, Paraguay and Peru on the damage and loss assessment methodology. Following the capacity-building activities, 91 per cent of surveyed participants (biennial target: 80 per cent) considered the services provided to be "highly useful" or "useful" and acknowledged that they benefited from ECLAC technical cooperation services.

## 5. Economic and social development in Western Asia

### Subprogramme 1
### Integrated management of natural resources for sustainable development

*(a) Enhanced capacity of member countries to adopt strategies, plans and policies to support the integrated management of natural resources*

*(b) Strengthened capacity of member States to improve cooperation and coordination on food environment, water and energy issues*

*(c) Enhanced capacity of member States to develop policies, strategies and frameworks for climate change mitigation, adaptation and disaster risk reduction*

724. Four member countries benefited from the activities of ESCWA under the subprogramme. ESCWA contributed to: (a) the formulation of a strategy to set up a Lebanese national system for technology transfer in oil- and gas-related industries; (b) developing and drafting energy efficiency laws in the Sudan; (c) supporting the Ministry of Electricity in the Syrian Arab Republic in assessing and prioritizing activities and developing a business plan to move forward with restructuring its electricity sector. ESCWA also provided training on geographic information system methods for regional water resources maps for Oman.

725. Three areas in environment, water and energy, were enhanced. The Arab Integrated Water Resources Management Network (AWARENET) carried out regionally focused activities on water governance, water integrity and hydro-diplomacy. Advisory support was provided to the Arab Union of Electricity towards enhancing capacity and minimizing the grid's technical losses and fostering the adoption of power purchase agreements for large-scale renewable energy applications. ESCWA also assisted member States in implementing the Arab Regional Strategy for Sustainable Consumption and Production through the identification of

top performers in the Arab region in priority sustainable consumption and production areas.

726. ESCWA also continued to build the capacity of Arab climate change negotiators. Thirteen member States developed their national sustainable development agendas, including targets/plans related to climate change issues and the intended nationally determined contributions.

### Subprogramme 2

### Social development

*(a) Enhanced capacity of governments to develop rights-based integrated policies for inclusive social development*

*(b) Enhanced capacity of governments to mainstream migration issues into development planning*

*(c) Enhanced capacity of governments to adopt participatory mechanisms and ensure the engagement of civil society in policy dialogues and reform processes*

727. With the support of ESCWA, Jordan and the Sudan issued new overarching disability laws in 2017. Morocco embarked on a new government strategy to improve the access of persons with disabilities to electronic resources.

728. In partnership with the League of Arab States, ESCWA engaged in the Arab Regional Consultative Process on Migration, including the extraordinary meeting of the Process in preparation for the September 2016 high-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants, which resulted in a common position of Arab States in the form of an outcome document that fed into the New York Declaration for Refugees and Migrants.

729. The work of ESCWA on enhancing/promoting labour mobility and the protection of migrant workers contributed to several changes at the policy level in three ESCWA member States, namely, Bahrain, Morocco and Qatar.

730. During 2016–2017, representatives from six member countries (Bahrain, Jordan, Oman, Qatar, Saudi Arabia and the United Arab Emirates) and two non-governmental organizations from Lebanon and Oman committed to adopting the Commission's participatory development approach and engaging in policy dialogues on mainstreaming social justice and equality issues in development plans and programmes. Jordan adopted the Commission's new tool kit on enhancing the capacities of Arab youth participation in public life and in the decision-making process, and took steps to implement the tool kit at the national level. Because of these actions, the number of commitments reached eight at the end of 2017, exceeding the target of four set for the biennium.

### Subprogramme 3
### Economic development and integration

(a) *Enhanced capacity of member countries in the region in establishing and implementing appropriate macroeconomic policies and strategies for sustainable economic growth with respect to diversity and implementation of Sustainable Development Goals*

(b) *Enhanced capacity of member countries to continue the implementation of the international transport agreements concluded within ESCWA for the enhancement of regional integration, as well as the other various components of the Integrated Transport System in the Arab Mashreq, including institutional frameworks, transport and trade facilitation and road traffic safety*

(c) *Enhanced capacity of member countries in the region in designing and implementing suitable macroeconomic policies and strategies for sustainable economic growth, employment creation and poverty alleviation*

(d) *Enhanced capacity of member countries to understand challenges facing the region's integration and to adopt appropriate macroeconomic policies in support of the regional integration process and economic growth*

731. ESCWA compiled a composite indicator on economic justice in the Arab region. The indicator aims to gauge the level of economic justice in the Arab region by defining its elements from a policymaking perspective. The indicator has been adopted in a number of countries, among which were Bahrain, Lebanon and Oman.

732. With ESCWA support, Saudi Arabia established a trade and transport facilitation committee and Iraq implemented a single window system as a tool for trade facilitation reform.

733. The Arab multidimensional poverty report was launched by the League of Arab States, ESCWA, UNICEF and the Oxford Poverty and Human Development Initiative during the seventy-first session of the General Assembly, in September 2017. The Ministerial Council for Social Affairs of the League of Arab States adopted the recommendations in the report at its meeting in September 2017. This work has opened promising avenues for the eradication of poverty in the region, including the ongoing development of the Arab poverty reduction strategy. In this regard, ESCWA assisted Iraq, Jordan and Mauritania in designing national poverty measures in line with the proposed multidimensional poverty framework.

734. ESCWA also assisted the Government of Tunisia in analysing the fiscal and economic impacts of its new tariff structure and the Lebanese Customs Administration on alternative scenarios of a common external tariff. This encouraged the two Governments to revise their tariff policies.

### Subprogramme 4
### Technology for development and regional integration

(a) *Member countries leverage information and communications technology and innovation to enhance the impact on social and economic development*

(b) *Member countries implement harmonized policies and/or legal and regulatory frameworks in science, technology and innovation and ICT*

735. ESCWA advisory and capacity-building activities focused on assisting member countries in leveraging ICT and innovation for socioeconomic development.

736. During the biennium 2016-2017, ESCWA offered assistance, in the form of advisory services and capacity-building workshops, in formulating e-government

policies, formulating and reviewing cyber legislation, measuring the maturity of e-government and m-government services, and developing national frameworks on the quality of e-services.

737. ESCWA also assisted its member States in developing and strengthening their national innovation systems by establishing technology incubators and technology transfer offices.

738. In total, these activities were implemented in 11 member countries (Bahrain, Iraq, Jordan, Lebanon, Mauritania, Morocco, Sudan, Syrian Arab Republic, Tunisia, United Arab Emirates and Palestine).

739. ESCWA assisted member countries in implementing policies in the science, technology and innovation and ICT areas. For example, Jordan is implementing a suggested national road map to develop a national digital strategy and Morocco is preparing a national action plan in digital accessibility.

740. ESCWA established the regional Arab e-Government Council to strengthen knowledge-sharing. Several meetings were conducted in Lebanon and the United Arab Emirates.

### Subprogramme 5
### Statistics for evidence-based policymaking

*(a) National statistical offices implement methodologies in line with the best practices and international standards and recommendations*

*(b) Stakeholders make a greater use of quality statistics and methodological studies produced and disseminated by the subprogramme in accessible format*

*(c) Regional and national statistical institutions adopt agreements and guidelines for harmonization and comparability of official statistics*

741. ESCWA supported multilateral and bilateral technical cooperation in support of the implementation of standardized statistical methodologies and the further building of the capacities of member States in the provision of internationally comparable statistics. The focus was on the implementation of the System of National Accounts; acceptance/adoption of the global Sustainable Development Goal indicator framework; and a harmonized approach to the 2020 round of population and housing censuses. All 18 ESCWA countries launched Sustainable Development Goal indicators according to the global framework and the national strategies for sustainable development. Each of the 18 countries is also able to provide at least basic estimates for national accounts. Seventeen of the ESCWA member countries requested the Commission's assistance in preparing for the 2020 round of censuses.

742. The number of queries to the ESCWA online statistical portal (http://data.escwa-stat.org/), which is based on nationally sourced statistical data, has exceeded 1,200 (biennial target: 500). A computerized data management module allowed clean-up, verification and better structuring of data.

743. ESCWA, in cooperation with international partners (OECD and the Department of Economic and social Affairs) and regional partners, has supported the assessment of statistical systems and formulation of national strategies in five countries (Egypt, Jordan, Morocco, Sudan and Palestine) (biennial target: 3), and preparatory work was launched in other countries, including countries in conflict.

### Subprogramme 6
### Advancement of women

*(a)* *Enhanced regional synergy and collaboration between member countries to respond to the requirements of relevant international instruments and global agreements through regional and subregional frameworks (priority area: social justice)*

*(b)* *Enhanced capacity of member countries in the design, development and implementation of national strategies, policies and legislations to eliminate gender discrimination in all socioeconomic and political domains (priority area: policy coherence)*

*(c)* *Enhanced women's access to all levels of decision-making processes and their representation in governance structures, especially during times of conflict and occupation (priority area: participation and citizenship)*

744. With the assistance of ESCWA, three networks were established on women's and gender-related issues: (a) an e-network to enhance mutual learning and disseminate gender-related information among government, United Nations staff and civil society organizations; (b) the Arab working group on gender and the 2030 Agenda for Sustainable Development, emanating from the seventh session of the Committee on Women, through which the ESCWA Centre for Women will engage with Arab countries to develop national strategies on Sustainable Development Goal 5; and (c) a network of ESCWA member States to share knowledge, success stories and lessons learned to enhance the situation of women in their countries. ESCWA successfully increased the number of gender-sensitive strategies through the operationalization of the concept of gender justice and based on country demand. The ESCWA Centre for Women assisted the United Arab Emirates by providing training on the design and preparation of its strategy on women and peace and security. It supported Lebanon in validating the second cycle of its strategy on women and assisted the Syrian Arab Republic in finalizing its strategy on women and peace and security. Finally, ESCWA supported the establishment of two national committees: a drafting committee within the Ministry of State for Women's Affairs to formulate Lebanon's strategy on violence against women and national action plan on women and peace and security and a consultative committee under the Ministry of Welfare and Social Security to implement the national action plan on women and peace and security in the Sudan.

### Subprogramme 7
### Conflict mitigation and development

*(a)* *Enhanced capacity of public institutions to develop governance strategies and policies to efficiently perform government functions in addressing emerging needs*

*(b)* *Member States engage in policy dialogue to form and implement nationally led and owned strategies that respond to political transformation challenges*

*(c)* *Member States develop strategies for the mitigation of the negative impact of occupation, the ramifications of conflict, as well as their spillover effects on human development in the region*

745. Nine requests from member countries (biennial target: 6) were responded to. Three were requests from the ministers of planning and administrative reform of Iraq for regional advisory services to: (a) integrate into its national development strategy the challenges of internally displaced persons, with a focus on social cohesion and reconciliation; (b) launch a pilot project in areas that have been liberated from ISIS

on human development and reconciliation; and (c) further develop core competencies within the Iraqi civil service.

746. In Palestine, there was a focus on integrating national development plans with the Sustainable Development Goals, which resulted into three long-term cooperation tracks: Sustainable Development Goal 17, human development and institutional development for better essential services.

747. For Yemen, bilateral and focus group discussions fed into the development of the Commission's long-term engagement strategy for the country to support Yemeni institutions for recovery in the post-conflict phase. In Lebanon, technical support focused on developing a national governance strategy for civil society organizations and the public sector and resulted in the formulation of a national action plan.

748. A subregional network was created for senior Arab civil servants from six member States on promoting core competencies within the public sector. In addition, 90 per cent of the representatives of member countries expressed appreciation for the technical support received.

## Section 24
## Human rights

### Highlights of programme results

OHCHR continued to play an instrumental role in promoting and protecting human rights worldwide during the biennium. As part of its mandate to mainstream human rights in the United Nations system, OHCHR supported system-wide dialogue on human rights and the Sustainable Development Goals, including at the high-level political forum on sustainable development in 2017, as well as the development of new guidance on common country analysis and United Nations Development Assistance Frameworks. Under the treaty body capacity-building programme created by the General Assembly in its resolution 68/268, a total of 170 officials from 77 countries were trained as trainers on treaty reporting, contributing to an increase in the number of State party reports received, many of which were overdue. OHCHR, through its 62 field presences, provided support to technical cooperation and coordinated the establishment of, and support to, 11 investigative bodies, one mandated by the General Assembly (the International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011) and 10 mandated by the Human Rights Council (3 for Burundi, 2 for South Sudan and 1 each for the Democratic People's Republic of Korea, the Democratic Republic of the Congo, Myanmar, the Syrian Arab Republic and Yemen). The Human Rights Council and its mechanisms continued to actively work for the protection and promotion of human rights. The Council established three new special procedures mandates dealing with the right to development, sexual orientation and gender identity, and leprosy, bringing the total number to 56.

### Challenges and lessons learned

OHCHR continues to face challenges in responding positively to all of the requests for assistance it receives. During the biennium, the Human Rights Council faced an unprecedented workload, with 295 meetings, including 43 panel discussions, 107 interactive dialogues with special procedure mandate-holders or other Council mechanisms and the adoption of 288 resolutions, President's statements and decisions. At the end of 2017, 1,274 registered communications were awaiting decisions by treaty bodies and 442 urgent actions were registered for consideration by the Committee on Enforced Disappearances. The active use of treaty bodies by individuals alleging human rights violations is positive, but must be matched with adequate resources to avoid long delays and ensure accountability.

749. The above-cited results are based on the implementation of 91 per cent of 8,284 mandated, quantifiable outputs, compared with 91 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 280 in 2014–2015 to 3 in 2016–2017.

750. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 24) and A/70/6 (Sect. 24)/Corr.1).

### Executive direction and management

*(a) Programme of work is effectively managed*

751. OHCHR continued to effectively manage its programme of work and to achieve a high degree of compliance in the delivery of its outputs: of 9,143 outputs under the programme, 91 per cent were implemented (biennial target: 90 per cent) and 9 per cent were terminated.

*(b) Timely recruitment and placement of staff*

752. The average number of days that a Professional post remained vacant amounted to 173 days (biennial target: 55). The main reason for not meeting the target is that managers had to comply with two different administrative instructions on the staff selection system and coordinate with different interlocutors in Geneva and New York, given the two parallel systems of recruitment used during the biennium. The managers had to focus mainly on the political, peace and humanitarian network Inspira job openings, as well as on the managed mobility timelines, which were quite strict and very demanding of their time and input.

*(c) Identification of emerging human rights issues that require attention by Member States*

753. During the biennium, the number of references to the issues raised in the High Commissioner's report to the Human Rights Council reached 97 (biennial target: 97), which demonstrates the continued interest by Member States in the thematic and geographic issues raised by the High Commissioner.

*(d) Enhanced policy coherence in the management of human rights activities of the United Nations*

754. OHCHR focused on working closely with United Nations partners on policy development and the implementation of policies already adopted, in particular on the Human Rights Up Front policy of the Secretary-General and the Secretary-General's strategy to combat sexual exploitation and abuse, which was launched in March 2017. Since 2016, much of the policy work has been framed in the context of the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. For example, as part of this work, OHCHR exercised a co-leadership role under the High-level Committee on Programmes and CEB in the United Nations system-wide efforts on mainstreaming equality and non-discrimination in United Nations support to the implementation of the Sustainable Development Goals. These

efforts resulted in the adoption of the United Nations system shared framework for action on equality and non-discrimination, which subsequently resulted in the 2017 landmark publication entitled "Leaving no one behind: equality and non-discrimination at the heart of sustainable development: a shared United Nations system framework for action". The number of human rights policy and implementation guidance documents adopted by United Nations system agencies and inter-agency mechanisms by the end of biennium was in line with the target (biennial target: 18).

### *(e) Improved geographical representation and gender balance of staff*

755. The average percentage of geographical appointments for the biennium was 21.5 per cent, which is above the established target of 20 per cent. This demonstrates the serious effort made by management to select candidates from unrepresented or underrepresented nationalities. A similar effort was made to increase the percentage of women at the Professional level.

### *(f) Increased timeliness of submission of documentation*

756. The final submission compliance rate for all slotted pre-session parliamentary documents submitted by OHCHR for meetings that took place in Geneva between 1 January and 31 December 2016 was 88 per cent. For those that took place between 1 January and 31 December 2017, it was 84 per cent. The biennial target of 80 per cent was therefore surpassed. Significant efforts were made to continue to move towards the 90 per cent benchmark set by the General Assembly in its resolution 71/262.

### *(g) Deployment of human rights officers at short notice to contribute to the prevention of the continuation of human rights violations and ensure accountability in accordance with the mandate of the High Commissioner for Human Rights*

757. The Emergency Response Section of OHCHR coordinated the establishment of, and support to, 11 investigative bodies: one mandated by the General Assembly (the International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011) and 10 mandated by the Human Rights Council. In addition, the Section organized 26 human rights monitoring missions: 23 field deployments and three remote monitoring exercises (Turkey, Kashmir and Venezuela). The total number of deployments in the biennium amounted to 37, exceeding the biennial target of 24.

### *(h) Increased exposure to and awareness of OHCHR activities among rights holders*

758. The media-related activities of OHCHR remained steady during the biennium, with 2017 witnessing the second highest annual total number of articles citing the Office recorded on the FACTIVA media search engine and a large increase in the number of web pages viewed, in addition to a significant number of news stories picked up by social media. This demonstrates the sustained interest of the media and the general public in messages on human rights concerning thematic and geographic issues and crises. The total number of media articles citing OHCHR during the biennium was 52,800 (more than double the biennial target of 25,000). This was mostly due to the sustained long-term strategy of placing greater emphasis on the quality, timing and relevance of media products. The web page views for the biennium totalled 50,286,562, against the biennial target of 464,000 (the indicator has changed to measure the whole OHCHR website and no longer just the Media Centre page).

### Subprogramme 1
### Human rights mainstreaming, right to development, and research and analysis

#### (a) Human rights mainstreaming

*(a) Further support for the integration of all human rights into areas of work of the United Nations system, such as economic and social development, humanitarian, peace and security, governance and rule of law programmes and activities*

759. As at 31 December 2017, 45 United Nations projects and activities (biennial target: 45) further integrated human rights, as called for by the indicator of achievement. OHCHR continues to lead inter-agency efforts to mainstream human rights in the work of the United Nations development system under the United Nations Development Group. For example, OHCHR chaired the United Nations Development Group Human Rights Working Group and actively contributed to the work of other key working groups and processes. Furthermore, OHCHR actively supports and contributes on an ongoing basis to the development of policy guidance and technical tools to support the implementation of the 2030 Agenda for Sustainable Development, under the auspices of the United Nations Development Group. This included co-leading the inter-agency task team under the Programme Working Group of the United Nations Development Group to develop new guidance on the United Nations Development Assistance Framework and common country programming, with human rights at its core.

*(b) Strengthened capacity of the United Nations system to further integrate all human rights into their respective programmes and activities and to assist countries, at their request, in building and strengthening national human rights promotion and protection capacities*

760. As at 31 December 2017, 37 projects and activities (biennial target: 37) contributed to strengthening the capacity of the entities of the United Nations system to integrate all human rights into their programmes and activities and to assist States, including through participation in the World Bank social and environmental safeguard review process, by placing emphasis on the possible human rights impact of the Environmental and Social Framework and through active engagement with the United Nations Framework Convention on Climate Change towards charting a path forward for rights-based and inclusive climate action. At the sixty-ninth World Health Assembly, OHCHR and the World Health Organization established a high-level working group of global champions to generate support for the implementation of human rights measures under the Global Strategy for Women's, Children's and Adolescents' Health (2016-2030). During 2017, OHCHR actively contributed to discussions within the United Nations system on transitional justice and on combating impunity in the Gambia, Iraq, Nepal, South Sudan, Sri Lanka, Tunisia, Darfur and Kosovo.

*(c) Wider knowledge within the entire United Nations system of relevant human rights issues while taking into account disability and gender mainstreaming issues*

761. In collaboration with the Development Operations Coordination Office, OHCHR worked to strengthen the human rights leadership capacities of resident coordinators by having them participate in the Frontiers Forum (July 2016) and by starting the development of a resident coordinator leadership strategy on human rights. This will include both peer-to-peer learning and substantive skills development. In addition, OHCHR supported the annual induction programme for resident coordinators. In the context of the Leadership Working Group, OHCHR co-chaired a process to develop a principled United Nations leadership model, which was endorsed by CEB in late 2016. In the course of 2017, a number of regional retreats

(in Chile and Lebanon) were organized for resident coordinators on leveraging synergies in the implementation and monitoring of the Sustainable Development Goals and human rights. The retreats increased the capacity of resident coordinators from across the region to identify and utilize synergies between the implementation and monitoring of the Sustainable Development Goals and the implementation and follow-up to the human rights recommendations. As of December 2017, 15 per cent of resident and humanitarian coordinators, special representatives of the Secretary-General and United Nations officials at all levels (biennial target: 15 per cent) had been trained and advised by OHCHR.

### (b) Right to development

#### *(a) Further integration of the promotion and protection of the right to development in global partnerships for development and, as appropriate, in the policies and operational activities of relevant actors at all levels*

762. OHCHR actively participated in over 11 global projects and activities (biennial target: 11) aimed at integrating the right to development, including in global partnerships for development. The thirtieth anniversary of the Declaration on the Right to Development, in 2016, was commemorated at several events at which the political commitment to the right to development was renewed and reaffirmed by relevant stakeholders at the highest levels. Commemorative events, including a high-level segment of the General Assembly, a high-level human rights mainstreaming panel and an anniversary panel of the Human Rights Council, focused on the role of the right to development in the evolving international development policy landscape, in the light of the adoption of the 2030 Agenda and Sustainable Development Goals, the Paris Agreement on climate change and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. United Nations special procedures mandate holders and the United Nations Development Group issued two joint statements on the occasion. OHCHR published a fact sheet and several information notes on the right to development and related issues and produced two videos and launched a social media campaign to enhance awareness of the Declaration and its renewed relevance in the contemporary global context.

#### *(b) Further promote and protect the realization of the right to development*

763. OHCHR carried out four projects and activities, including projects and activities mandated by the Human Rights Council, in support of the realization of the right to development (biennial target: 4). It undertook intense and effective advocacy on the integration of all human rights, including the right to development, in the formulation and follow-up to the implementation of the Sustainable Development Goals. For example, the thirtieth anniversary of the Declaration on the Right to Development, in 2016, was commemorated at several events at which the political commitment to the right to development was renewed and reaffirmed by relevant stakeholders at the highest levels. As noted above, commemorative events a high-level segment of the General Assembly, a high-level human rights mainstreaming panel and an anniversary panel of the Human Rights Council, focused on the role of the right to development in the evolving international development policy landscape, in the light of the adoption of the 2030 Agenda for Sustainable Development, the Paris Agreement and the Addis Ababa Action Agenda. United Nations special procedures mandate holders and the United Nations Development Group issued two joint statements on the occasion. OHCHR published a fact sheet and several information notes.

*(c) Enhanced awareness, knowledge and understanding of the right to development at all levels*

764. OHCHR continued its efforts and undertook a number of activities with a view to advancing a broader understanding of the right to development. In terms of analytical papers and information materials, OHCHR released a fact sheet on frequently asked questions on the right to development in Arabic, Chinese and English (other language versions are forthcoming); completed six thirtieth anniversary information notes on the right to development and related thematic issues; produced two thirtieth anniversary videos on the right to development and launched a social media campaign to coincide with the high-level segment to commemorate the thirtieth anniversary of the Declaration on the Right to Development. In addition, a chapter on the contribution of OHCHR to the promotion of peace, which explored links between the right to development and the Sustainable Development Goals, was submitted to a UNESCO interagency publication. The biennial target of 11 such activities and/or information materials was met.

### (c) Research and analysis

*(a) Strengthened respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by contributing to combating discrimination and supporting efforts of Member States to that end*

765. The subprogramme has enhanced legal protection and advocacy for the implementation of all human rights, including economic, social and cultural rights, at the country level through a number of activities. The Office organized numerous main and side events in the context of sessions of the Human Rights Council and the General Assembly and several expert seminars on thematic priority issues, including impunity and accountability, discrimination, migration and economic, social and cultural rights, and provided technical assistance and expert advice on all human rights to stakeholders at the country level. The biennial target of 67 projects and activities was met.

*(b) Strengthened efforts that contribute to the elimination of all forms of racism, racial discrimination, xenophobia and related intolerance, including contemporary forms of racism*

766. OHCHR provided support to the Durban follow-up mechanisms, in particular the intergovernmental working group on the effective implementation of the Durban Declaration and Programme of Action, the Ad Hoc Committee on the Elaboration of Complementary Standards to the International Convention on the Elimination of Racial Discrimination and the Working Group of Experts on People of African Descent. On the fifteenth anniversary of the Durban Declaration and Programme of Action, the Human Rights Council panel discussion on the status of racial discrimination worldwide showed that racism, racial discrimination, xenophobia and related intolerance were on the rise. The High Commissioner consistently spoke out against these trends worldwide throughout the reporting period. OHCHR updated its database on practical measures to combat racism, discrimination, xenophobia and related intolerance, which is a publicly available collection of tools to support national efforts in this area. The biennial target of 22 measures was met.

*(c) Enhanced contribution of OHCHR to the effective achievement of the Sustainable Development Goals*

767. During the biennium, OHCHR carried out 45 activities and measures (biennial target: 45) in contribution to the effective achievement of the Sustainable Development Goals. With the adoption of the 2030 Agenda for Sustainable

Development in September 2015, Member States have adopted a new agenda that is strongly grounded in international human rights standards and must be implemented in a manner consistent with international law. Throughout the reporting period, much of the work was framed in the context of the implementation of the 2030 Agenda and the Addis Ababa Action Agenda. OHCHR also provided active support and technical assistance to Member States during the intergovernmental negotiations and contributed extensive technical inputs to the work of the United Nations System Task Team on the Post-2015 United Nations Development Agenda and the Technical Support Team.

(d) *Enhanced promotion of knowledge, awareness and understanding of legal protection and advocacy for the full implementation of all human rights, including at the country level and through capacity-building and international cooperation*

768. The subprogramme has enhanced legal protection and advocacy for the implementation of all human rights, including economic, social and cultural rights, at the country level through over 37 activities (biennial target: 37) during the biennium. Technical assistance and expert advice on all human rights was provided to stakeholders at the country level. For example, in the area of women's rights, OHCHR deepened its work with legal authorities to enhance women's access to justice in Bolivia, Oman, Panama and the United Republic of Tanzania. The Office provided technical advice on laws related to women's rights and gender equality, including with respect to economic, social and cultural rights, in Cambodia, the Gambia, Honduras, Kyrgyzstan, Liberia, Senegal and Tunisia. At the global level, the outcomes of the OHCHR accountability and remedy project were presented to the thirty-second session of the Human Rights Council, with recommendations to enhance State-based judicial mechanisms to ensure legal accountability in business-related human rights abuses.

(e) *More effective United Nations assistance to Member States and civil society, media and national human rights institutions, where they exist, at their request, in strengthening the rule of law and national democratic institutions for the promotion and protection of all human rights for all*

769. OHCHR conducted 53 activities (biennial target: 53) to strengthen the rule of law and democratic institutions for the promotion and protection of all human rights for all, including as mandated by the Human Rights Council. OHCHR organized the first Forum on Human Rights, Democracy and the Rule of Law, focusing on challenges and opportunities for youth in public decision-making. The Forum made recommendations to be presented to the Human Rights Council for further action, including on creating an environment conducive to youth participation and increasing youth involvement in policies to prevent violent extremism, including in post-conflict situations. OHCHR, in collaboration with the Carter Center, has led a two-year project aimed at bringing together the electoral observation and human rights communities to strengthen a human rights-based approach to elections and advance strategies for collaboration between human rights experts and electoral practitioners, including through the increased use of jurisprudence of human rights mechanisms by electoral observers. After three workshops, focusing on special procedures, treaty bodies and the universal periodic review, the final meeting in December 2017 endorsed a human rights and elections plan of action and identified key ways in which the cooperation fostered could continue.

*(f) Enhanced methodological expertise to implement human rights activities and to provide advice and assistance to requesting States, the United Nations system and other stakeholders*

770. OHCHR continued to enhance methodological expertise through the development of 51 guidelines and tools (biennial target: 51) for the realization of all human rights. OHCHR provided training and advice at the national level through activities such as tailored advice on human rights monitoring methodology. The nearly 400 advisory services on methodology provided by the subprogramme focused primarily on the use of the human rights case database and distinct aspects of monitoring methodology, ranging from the protection of sources to the integration of gender in investigations; the role of OHCHR in supporting national investigations; the interpretation of investigative mandates; the use of satellite images; and interview and informed consent forms. Advice primarily reached field presences, while headquarters-based investigative work received about 15 per cent of the interventions. Field presences in, and investigative work on, Burundi, the Central African Republic, Libya, Somalia, South Sudan and Ukraine were the primary beneficiaries.

*(g) Enhanced capacity of OHCHR to provide training and advice to promote human rights compliance with a view to protecting rights holders at the national level*

771. Staff skills on human rights monitoring improved through training courses that consistently received high evaluations. In 2016, the Methodology, Education and Training Section delivered nine in situ courses (1 at headquarters and 8 in field presences, 6 of which were in Africa) attended by 157 staff, of which 40 per cent were women. The participants were mostly based in OHCHR field presences (94 per cent of participants). In 2017, the Section delivered nine training courses with a total of 153 participants (84 males and 69 females), of which 18 were staff members from OHCHR headquarters (Geneva and New York); 108 were staff members from field offices, including United Nations peacekeeping missions; and 27 were national human rights officers and police officers. In addition, briefing sessions on peacekeeping issues were delivered to more than 70 participants, including senior mission leaders, military and police personnel, and staff of OHCHR and the Department of Peacekeeping Operations. The professionalization of the monitoring function progressed through the provision of dedicated training for individual field presences or investigative operations (8 out of the 9 courses). This maximized context-specific adaptation of courses, which made the learning more immediately applicable to the country reality. The analysis and discussions of concrete cases of field presences were among the most appreciated aspects of the training (e.g., examples of internal and public reports of the field presence, excerpts of cases from the database, examples of the application of verification standards or the qualification of violations and statistics on database use). Soon after the training in the Central African Republic, Somalia and Ukraine, improvements in the use of the database and the quality of reporting were measurable.

### Subprogramme 2
### Supporting human rights treaty bodies

*(a) Fully support treaty bodies' work*

772. The Human Rights Treaties Division supported the 10 treaty bodies in all aspects of their work. As of December 2017, 93 per cent of documents (biennial target: 70 per cent) had been submitted on time for consideration by treaty bodies. The Division provided assistance to 80 capacity-building activities (biennial target: 15) at the field level as a result of the implementation of the new treaty body

capacity-building programme as part of the outcome of the treaty body strengthening process (see General Assembly resolution 68/268).

*(b) Support treaty bodies in their efforts to improve and enhance their working methods*

773. The harmonization of working methods, particularly with the adoption of a list of issues prior to the reporting procedure by most treaty bodies, has increased the number of State reports submitted on time and facilitated and focused the dialogue with States parties on issues of concern. OHCHR facilitated the review of 327 State party reports by treaty bodies (biennial target: 360). In 2016, OHCHR organized the twenty-eighth and twenty-ninth annual Meetings of Chairpersons of the Human Rights Treaty Bodies, in New York, which facilitated the discussion of the Chairpersons on various issues, including on overall improvement of human rights reporting procedures and harmonization of the Committees' working methods.

*(c) Support States parties, upon request, in the preparation and timely submission of their national reports to the treaty bodies*

774. As of December 2017, 40 technical cooperation assistance workshops and seminars (biennial target: 18) supported States parties during the preparation and submission of their reports to the treaty bodies. Three hundred State officials from 108 countries were trained as trainers on treaty reporting. A number of tools have been developed to support States' efforts to fulfil their treaty obligations. With the adoption and implementation of General Assembly resolution 68/268, work on capacity-building activities has been coordinated by a treaty body capacity-building team at headquarters and dedicated treaty body capacity-building officers in OHCHR regional presences. This enables the Division to respond positively to requests for capacity-building and initiate training activities when and where they are needed, thereby directly supporting States' efforts to fulfil their treaty obligations.

*(d) Enhanced awareness, knowledge and understanding of treaty body outputs*

775. During the biennium, in order to support the work of national mechanisms for reporting and follow-up and more generally the implementation of recommendations from all human rights mechanisms, work continued on upgrading the Universal Human Rights Index, a tool which has become both popular and useful for all relevant stakeholders for the preparation of reports and for the follow-up of treaty body recommendations and thematic issues. During the period, the Index received over 344,000 hits, had over 60,000 users and received more than 340,000 views, meeting or surpassing the related targets.

*(e) Enhanced cooperation with relevant stakeholders at all levels with respect to the work of treaty bodies in accordance with their working methods and mandates*

776. OHCHR carried out 45 activities (biennial target: 45) to build the capacity of relevant stakeholders at all levels to engage with the human rights treaty body mechanisms. Furthermore, the Division continued to meet with the representatives of State parties individually to explain the procedures of the dialogue with the treaty bodies for the examination of reports, as well as with non-governmental organizations and national human rights institutions.

### Subprogramme 3
### Advisory services, technical cooperation and field activities

*(a) Enhanced capacity of the United Nations to assist any country, at its request, in its efforts to translate its international human rights obligations into effective laws, regulations and policies*

777. OHCHR provided legal advice on 22 draft laws (biennial target: 22) and assistance regarding activities aimed at establishing 19 national human rights institutions, in accordance with the Paris Principles, and at strengthening 57. OHCHR provided technical advice and advisory services through substantive support to workshops, seminars and consultations on international standards governing national human rights institutions, as well as on the Sustainable Development Goals, and to the Global Alliance of National Human Rights Institutions, its Subcommittee on Accreditation (as of December 2017, of the 121 accredited institutions, 78 had been granted "A" status) and its regional networks. OHCHR stepped up its advocacy towards worldwide abolition of the death penalty and ratification of the Second Optional Protocol to the International Covenant on Civil and Political Rights. In May 2017, OHCHR supported the launch by the Government of the Central African Republic and MINUSCA of the United Nations mapping report covering serious violations of human rights and humanitarian law committed by governmental and non-governmental forces during the multiple conflicts in the Central African Republic between 2003 and 2015, which resulted in the establishment of steps to initiate transitional justice processes.

*(b) Enhanced institutional capacity at the national level through engagement with requesting States to meet the challenges to the full realization of all human rights*

778. OHCHR provided technical assistance, training and capacity-building for Governments, national human rights institutions, the judiciary, lawyers, parliamentarians, civil society and United Nations country teams in engagement with and follow-up to reviews by international human rights mechanisms. OHCHR also increased its effectiveness in supporting human rights mechanisms and advocated with State representatives for increasing compliance by member States with international human rights mechanisms, through regional and cross-regional workshops organized for national human rights institutions and civil society actors, on the work of United Nations and regional human rights mechanisms and bodies and on good practices and lessons learned in engaging with them effectively. Seventy-six institutions (biennial target: 80) were established or strengthened in the field of human rights at the national level through assistance and training provided by OHCHR.

*(c) Increased outreach in the provision of mutually agreed assistance, including to remote areas in countries in all regions, through advisory services and technical cooperation, to promote and protect all human rights*

779. OHCHR met its biennial target for provision of mutually agreed assistance. OHCHR continued to deliver policy and operational support to field presences, including through guidance in relation to specific areas of fieldwork, such as technical cooperation and protection, as well as with regard to policy frameworks for the functioning of different types of field presences. OHCHR, with the strong involvement of field presences and the advice of the Board of Trustees of the United Nations Voluntary Fund for Technical Cooperation in the Field of Human Rights, further developed guidance for technical cooperation in the field of human rights, resulting in the strengthening of the capacity of field presences to design and

implement technical cooperation work. OHCHR supported training workshops on the human-rights-based approach for roll-out to countries under the new United Nations Development Assistance Framework guidelines (e.g., in Nepal and Ukraine).

*(d) Enhanced support of OHCHR to human rights education and awareness-raising, including at the national level, at the request of States*

780. OHCHR seeks to ensure that national authorities and civil society actors have the capacity to address human rights concerns and are well informed about international human rights standards and how to translate these into laws, regulations and policies. As at December 2017, 25 institutionalized human rights training and education programmes (biennial target: 25) were introduced at the national and regional levels. OHCHR raised awareness through round tables and seminars on the added value of having a Paris-Principles-compliant national human rights institution and the role of national human rights institutions in terms of complementing the Government's activities in promoting and protecting human rights.

*(e) Enhanced capacity of United Nations country teams, peacekeeping operations and peacebuilding activities to assist requesting countries in their efforts to develop national human rights protection systems*

781. As of December 2017, 25 activities (biennial target: 25) had been implemented by the United Nations country teams and human rights components of peacekeeping operations in support of national human rights protection systems. For instance, OHCHR coordinated five contribution agreements or direct contributions with the relevant country teams and provided technical assistance and substantive support to training on the human-rights-based approach for roll-out countries, including through training workshops in Nepal and Ukraine. These were the first workshops under the new United Nations Development Assistance Framework guidelines. OHCHR continued to contribute to the operationalization of the United Nations Development Group strategy for the deployment of human rights advisers and ensured timely and effective processing of new deployments to Mozambique and Sierra Leone.

*(f) Enhanced role of OHCHR in contributing to the prevention of the continuation of human rights violations in accordance with the mandate of the High Commissioner for Human Rights*

782. OHCHR continued to support the Independent International Commission of Inquiry on the Syrian Arab Republic, established by the Human Rights Council in 2011. Despite the ongoing lack of access to the Syrian Arab Republic, OHCHR continued to monitor and report on violations and abuses of international human rights and humanitarian law by all parties to the conflict in the Syrian Arab Republic, to provide advice on human rights and international humanitarian law to partners, to expand its capacity-building activities and to increase its advocacy efforts through its consolidated team, deployed in four different locations (Beirut; Gaziantep, Turkey; Amman; and Geneva). OHCHR coordinated the establishment of, and support to, 11 investigative bodies: one mandated by the General Assembly (the International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011) and 10 mandated by the Human Rights Council (3 for Burundi, 2 for South Sudan and 1 each for the Democratic People's Republic of Korea, the Democratic Republic of the Congo, Myanmar, the Syrian Arab Republic and Yemen). In addition to activities mandated by the Human Rights Council, OHCHR organized 26 human rights monitoring missions: 3 remote monitoring exercises (in Turkey, Venezuela and Kashmir) and 23 field deployments. It exceeded its biennial target of 11 such activities.

*(g) Timely and effective assistance to requesting States in the implementation of the recommendations they have agreed to in the universal periodic review process, including through the provision of assistance from the Voluntary Fund for Financial and Technical Assistance for the implementation of the universal periodic review*

783. OHCHR is mainstreaming the universal periodic review process into its planning, programming and activities in order to strengthen its support to Member States in implementing their human rights obligations and commitments. OHCHR conducted technical assistance assessment missions to support follow-up to the universal periodic reviews at the country level and strengthened strategic partnerships to provide more effective support to follow-up to the universal periodic reviews at the country level (Jordan, Kenya, Kiribati, Marshall Islands, Micronesia (Federated States of), Mozambique, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste and Vanuatu). Under the Voluntary Fund for Financial and Technical Assistance for the implementation of the universal periodic review, OHCHR provided more than 31 (biennial target: 31) assistance programmes and activities.

### Subprogramme 4
### Supporting the Human Rights Council, its subsidiary bodies and mechanisms

*(a) Prompt and effective provision of strengthened support and advice to the Human Rights Council and its subsidiary bodies and mechanisms*

784. The percentage of documents submitted on time for consideration by the Human Rights Council reached 77.4 per cent, the highest rate OHCHR has ever achieved (biennial target: 61 per cent). The improvement is due to stricter adherence to deadlines and greater internal oversight, follow-up and cooperation among stakeholders. Feedback from Member States on the support provided to the Human Rights Council by OHCHR was collected through a survey. Only 40 of the 47 members of the Human Rights Council provided feedback. Of those responding, 94.4 per cent (biennial target: 85.7 per cent), were satisfied with the support.

*(b) Full support to the universal periodic review mechanism, including timely and effective assistance, as appropriate, to States within the universal periodic review framework*

785. All States scheduled for consideration under the universal periodic review in 2016 actively participated in the process. In addition to preparing documentation related to the universal periodic review, OHCHR continued to support States scheduled for review, with the Voluntary Trust Fund for Participation in the Universal Periodic Review facilitating the participation of 26 delegates in 2016. Through the Voluntary Fund for Financial and Technical Assistance for the Implementation of the Universal Periodic Review, OHCHR provided support to 26 countries. In line with Human Rights Council resolution 30/25, an inter-sessional panel on international cooperation and national human rights follow-up systems was held during the twenty-sixth session of the working group on the universal periodic review, complemented by knowledge cafes organized by OHCHR for States to share national practices and experiences.

786. In 2017, the third cycle of the universal periodic review commenced. All States under review in May and November actively participated in the process. In addition to preparing documentation related to the universal periodic review, OHCHR, through the Voluntary Trust Fund for Participation in the Universal Periodic Review, facilitated the participation of delegates of 15 States in 2017. Through the Voluntary Fund for Financial and Technical Assistance for the Implementation of the Universal Periodic Review, OHCHR provided support to 12 countries.

*(c) Enhanced support to improve the impact of the work of special procedures through the analysis of gaps in the implementation of international human rights instruments, the promotion of observance of international human rights standards and the provision of timely advice for addressing gross and systematic violations of human rights*

787. The Human Rights Council created four new thematic special procedures, bringing the total number of mandates assisted by OHCHR to 56 (44 thematic and 12 country-specific). OHCHR continued to support mandate-holders in their various activities, including 183 country visits, and 1,060 communications (of which 878 were joint) covering at least 3,125 individuals, including 871 women. With respect to the increased number of plans and activities supported by OHCHR in follow-up to reports and recommendations made by the thematic mandate holders (biennial target: 14), the Special Procedures Branch and the mandate holders issued follow-up communications to cases previously transmitted to States and non-State actors and observations on communications reports; issued follow-up press releases; undertook follow-up visits and sent questionnaires and presented reports on the implementation of recommendations after country visits; and convened expert meetings and consultations. For example, OHCHR provided support to the Working Group on Arbitrary Detention, which elected a Vice-Chair on follow-up activities on all actions taken by the Working Group at its session in April 2016. Furthermore, the Special Rapporteur on extreme poverty and human rights sent a follow-up open letter on 5 October 2016 to the Deputy Secretary-General after submitting his report on the responsibility of the United Nations for the cholera outbreak in Haiti. In addition, the Coordination Committee held a webinar in cooperation with the Development Operations Coordination Office on follow-up to recommendations, with more than 50 United Nations participants from all regions. In 2017, a number of examples of follow-up by the Office were recorded. For example, in Malawi, OHCHR supported the revision of the food and nutrition bill, pursuant to a recommendation of the Special Rapporteur on the right to food, and, following the visit of the Independent Expert on Albinism, OHCHR contributed to the development by the United Nations of a comprehensive programme to follow-up on her recommendations. With respect to the number of responses and feedback from States (biennial target: 655), during 2016, a total of 401 replies were received, of which 291 were to communications transmitted during the year, averaging a reply rate of 55 per cent, an increase of 13 per cent compared with 2015. During 2017, a total of 484 replies were received, of which 365 pertained to communications sent during the year. Thus, the rate of reply, at 68 per cent, has improved substantially, with an increase of 13 per cent compared with the previous year.

*(d) Enhanced support to the complaint procedure established to address consistent patterns of gross and reliably attested violations of all human rights and all fundamental freedoms occurring in any part of the world and under any circumstances*

788. As of December 2017, 100 per cent of documents (biennial target: 88 per cent) were submitted within prescribed timelines. Continued regular information-sharing on the complaints procedure has yielded positive results in the quality and quantity of communications received and increased the engagement of stakeholders with the procedure. States continued to enhance their engagement with both working groups of the Human Rights Council complaint procedure. The response rates to communications was higher than 90 per cent. Ninety-two per cent of communications (biennial target: 94 per cent) were considered by the implementing bodies. There are still backlogs in the consideration of communications owing to the inadequacy of staffing resources.

*(e) Enhanced cooperation at all levels with stakeholders who can benefit from and/or contribute to the work of the Human Rights Council and its subsidiary bodies and mechanisms*

789. In connection with the implementation of the recommendations of the human rights mechanisms, OHCHR continues to seek synergies and avoid duplication in follow-up, to use its various capacity-building and technical cooperation resources to support follow-up and to ensure results, in cooperation with a wide range of stakeholders. Eighty-two activities have been completed, including letters to all resident coordinators on upcoming engagements with human rights mechanisms (jointly with treaty bodies and the universal periodic review); events with States focusing on follow-up to recommendations (panels and side events at the sessions of the Human Rights Council); joint statements by States or special procedures on follow-up; and meetings with civil society and national human rights institutions on follow-up (biennial target: 82).

## Section 25
## International protection, durable solutions and assistance to refugees

### Highlights of programme results

The Office of the United Nations High Commissioner for Refugees engaged in the provision of protection to 67 million refugees, internally displaced people, refugee returnees and stateless people and sought solutions to their plight. This work was multifaceted, comprising the development of legal frameworks, as well as the provision of life-saving relief and assistance to refugees in finding solutions through voluntary return, local integration or resettlement in a third country. The work was carried out in collaboration with Governments, United Nations agencies and non-governmental organizations and with the active involvement of the affected populations and host communities. At present, 148 States are parties to the 1951 Convention relating to the Status of Refugees and/or the 1967 Protocol thereto. In the 2016 New York Declaration for Refugees and Migrants, Member States acknowledged that a stronger international response to refugee movements required the engagement of a broader range of actors and resources, the promotion of the social and economic empowerment of refugees and early action to support the countries and communities that host them. In 2017, UNHCR supported the efforts of Governments and partners in 13 countries to develop comprehensive responses to refugee situations and strengthened cooperation with development actors and the World Bank. Progress was also achieved under the UNHCR global "I belong" campaign to end statelessness, with thousands granted a nationality.

### Challenges and lessons learned

The most significant challenges encountered resulted from the continuation of conflicts and violence in many parts of the world which has caused new displacements and often impeded humanitarian access, including in the Central African Republic, the Democratic Republic of the Congo, Iraq and the Syrian Arab Republic. Some crises, such as those in Afghanistan and Somalia, are decades old and continue to uproot hundreds of thousands of people. Other major crises show no sign of abating. Along the route to Europe, for example, refugees and migrants continue to be exposed to life-threatening violence and exploitation, detention and torture. In Yemen, two-thirds of the population is in need of humanitarian assistance, and in South Sudan one in four people is displaced and refugee outflows continue. The needs in most countries where UNHCR is present largely exceed the resources available, making it a recurring challenge for operations to prioritize interventions that are often of equal importance.

790. The above-cited results are based on the implementation of 100 per cent of 402 mandated, quantifiable outputs, compared to 100 per cent in the previous biennium. No additional outputs were implemented at the initiative of the Secretariat during 2014–2015 and 2016–2017.

791. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 25)).

**Programme of work**

*(a) Improved overall protection environment for refugees and others of concern*

792. The Office of the United Nations High Commissioner for Refugees engaged in in the provision of protection to 67 million refugees, internally displaced people, refugee returnees and stateless people and sought solutions to their plight. This work was multifaceted, comprising the development of legal frameworks, as well as the provision of life-saving relief and assistance to refugees in finding solutions through voluntary return, local integration or resettlement in a third country. The work was carried out in close collaboration with Governments, United Nations agencies and non-governmental organizations and with the active involvement of the affected populations and host communities. At present, 148 States are parties to the 1951 Convention relating to the Status of Refugees and/or the 1967 Protocol thereto. In the 2016 New York Declaration on Refugees and Migrants, Member States acknowledged that a stronger international response to refugee movements required the engagement of a broader range of actors and resources, the promotion of the social and economic empowerment of refugees and early action to support the countries and communities that host them. The Declaration sets out the elements of a comprehensive refugee response framework for large movements of refugees and protracted refugee situations, and foresees the adoption in 2018 of a global compact on refugees. At the end of 2017, UNHCR was supporting the efforts of Governments and partners in 13 countries to develop comprehensive responses and had strengthened cooperation with development actors, including ILO, OECD, UNDP and the World Bank. Progress was also achieved under UNHCR global "I belong" campaign to end statelessness, with thousands granted a nationality.

*(b) Refugees and others of concern are treated fairly and efficiently when seeking protection and receive adequate documentation*

793. The number of asylum applications continued to be very high, putting pressure on UNHCR refugee status determination activities worldwide. UNHCR continued to conduct individual refugee status determination under its mandate in more than 60 countries and territories where national asylum procedures did not exist or could not be considered fully functional, and where UNHCR or State documentation of asylum-seekers and refugees and UNHCR refugee status determination supports access to protection and solutions. In many countries, UNHCR conducted individual refugee status determination jointly with Governments, or provided support to Governments in quality assurance and capacity-building with respect to refugee status determination. Efforts to increase ownership and build the capacity of States to determine the refugee status of asylum-seekers in their territories remained important priorities.

*(c) Increased safety from violence and exploitation for refugees and others of concern, especially women and children*

794. In 2016, UNHCR improved the provision of services to survivors of sexual and gender-based violence in 33 of 101 situations, including 25 refugee situations, 7 situations concerning internally displaced persons and 1 returnee situation, and

maintained the existing level of support in 52 situations. In 2016 and 2017, prevention of and response to sexual and gender-based violence in emergencies was improved by deploying senior protection staff with expertise in sexual and gender-based violence to 16 countries for a total period of 113 months under the "Safe from the start" initiative. UNHCR has also identified ways of providing protection against and response to sexual and gender-based violence through cash assistance. Community involvement in the prevention of sexual and gender-based violence and survivor-centred protection improved in 35 refugee situations, 6 situations concerning internally displaced persons and 2 returnee situations, and was maintained in 13 refugee operations. The proportion of unaccompanied or separated refugee children for whom a best interests determination process was initiated or completed increased in 35 refugee situations and was maintained in 17. UNHCR strengthened the child-protection teams responsible for best interests assessments and best interests determinations through training and the deployment of dedicated child-protection staff. The development and improvement of standard operating procedures by UNHCR played a significant role in improving the protection of children.

*(d) The basic needs of refugees and others of concern are met and essential services are provided without discrimination and with specific consideration to age, gender and physical condition*

795. UNHCR, together with partners and in close collaboration with host communities, supported the efforts of Governments to provide for the protection and assistance needs of refugees. According to the latest data collected through the UNHCR Health Information System, 107 of 112 monitored sites (96 per cent) had acceptable mortality rates for children under the age of 5. In 2016, enrolment rates of primary school-aged children increased in 61 out of 96 refugee situations and were maintained in 9 situations. In other words, enrolment rates were maintained or improved in 73 per cent of the refugee situations (up from 59 per cent in 2015). Access to primary education was improved through the provision of assistance in the enrolment of 250,000 out-of-school refugee children. Improvements were made by increasing the quality of education and improving the retention of primary school children through support to innovative approaches to education, including enhanced teacher training and development and the provision of teaching and learning materials within safe learning environments, along with support to families. Throughout 2016, UNHCR guided operations towards the inclusion of refugees in national education systems as the most sustainable and equitable approach to ensure continuous education and certification.

*(e) Refugees and others of concern, both men and women, participate equally within their communities and their self-reliance is promoted*

796. In 2016, UNHCR operations improved the participation of women in leadership/management structures in 29 refugee situations and 3 situations concerning internally displaced persons, and maintained the existing level of participation in 4 refugee situations. UNHCR also provided training to elected representatives and community volunteers on child protection, forced/early marriages and the prevention of sexual and gender-based violence. In 2017, the global "Voices for refugees" initiative was launched to promote the meaningful participation of persons of concern in the development of the global compact on refugees and its programme of action. A learning programme on the protection of lesbian, gay, bisexual, transgender and intersex persons was developed in 2017 based on a joint training package by UNHCR and the International Organization for Migration. Eight country operations received technical support missions on disability inclusion. The outcomes informed UNHCR efforts towards inclusion of persons with disabilities across all areas of protection and assistance. Seven missions to support accountability

to affected populations were undertaken to both emergency and long-standing operations to provide operational support on the development and implementation of accountability mechanisms.

### *(f) Progress in finding durable solutions for refugees supported by sustained international cooperation*

797. In 2016, an estimated 552,200 individuals returned to their countries of origin, including to Afghanistan, the Central African Republic, Côte d'Ivoire, Somalia and the Sudan. The operational role of UNHCR when supporting the return of refugees varies depending on context. In operations where refugees could return home safely, UNHCR worked with partners and refugees to facilitate the physical return and the sustainable reintegration of refugees in their countries of origin. In operations with no current possibility of return owing to the situations in refugees' countries of origin, UNHCR focused on laying the foundation for future returns by gathering data and sharing information. In 2016, UNHCR significantly scaled up its global resettlement capacity in order to meet growing resettlement opportunities. As a result, global resettlement submissions reached a 20-year high in 2016, with 163,200 refugees referred by UNHCR and over 126,200 able to depart. In 2017, however, there was a reversal of the trend, with resettlement submissions projected to be approximately 75,000. In 2017, UNHCR joined the secretariat of the Global Alliance for Reporting Progress on Promoting Peaceful, Just and Inclusive Societies (Sustainable Development Goal 16) as a co-chair in October to foster the integration of persons of concern to UNHCR in the programming and measuring of and reporting on Sustainable Development Goal 16.

### *(g) Strengthened partnership and emergency-response capacity to meet the needs of refugees and persons of concern*

798. In 2017, five UNHCR internal emergencies benefited from dedicated support, additional resources and emergency staffing. In total, persons of concern received support through 12 active emergency declarations covering some 30 countries under UNHCR level 1, 2 and 3 emergencies and 3 protracted IASC system-wide level 3 emergencies. The Global Stock Management System maintained the capacity to provide core relief items for some 600,000 persons of concern in simultaneous emergencies. Core relief items worth $55 million were provided to 42 operations, with the top five recipients being Bangladesh, Uganda, the United Republic of Tanzania, Angola and Iraq. For 95 per cent of emergencies, the first delivery took place within three days. Thirty-seven per cent of the UNHCR budget was implemented through partners in 2016. In total, 855 UNHCR and partner staff were trained on emergency preparedness and response, including 361 participants in 11 situational emergency training sessions, 120 participants in the workshop for emergency managers and 15 participants in the senior emergency leadership programme. A total of 361 deployments (177 UNHCR staff and 184 partner staff) supported emergency operations.

## Section 26
## Palestine refugees

**Highlights of programme results**

During the biennium 2016–2017, within a volatile regional environment, violence, vulnerability and marginalization continued to broadly affect some 5.4 million registered Palestine refugees in some of the fields of operation of UNRWA in Jordan, Lebanon, the Syrian Arab Republic, the West Bank (including East Jerusalem) and the Gaza Strip. In this context and in line with its mandate from the General Assembly to assist and protect Palestine refugees, the Agency continued to deliver human development services in the areas of education, health, relief, social services, infrastructure and camp improvement and microfinance. UNRWA also delivered humanitarian assistance to over 1.5 million refugees, mainly in the occupied Palestinian territory and the Syrian Arab Republic. Programme highlights included immunization campaigns for Palestine refugees in Jordan, Lebanon, the West Bank and the Gaza Strip that achieved 99.5 per cent coverage. Progress was also achieved with regard to the implementation of transformative education reform policies and strategies in all fields of operation concerning teachers, inclusive education and human rights. In addition, over 11,000 families benefited from shelter repair, construction and reconstruction programming, while in the area of food assistance, the Agency shifted from the direct provision of food and cash to the provision of e-vouchers and cash in support of 156,737 refugees. UNRWA also undertook advocacy with the relevant authorities and other stakeholders on protection issues related to, among other things, concerns with the situation of Palestine refugees fleeing the armed conflict in the Syrian Arab Republic, the risk of forcible transfer of Palestine refugees, movement restrictions, the conduct of law enforcement operations in the West Bank and the blockade in Gaza.

**Challenges and lessons learned**

Throughout the reporting period, UNRWA continued to face significant financial shortfalls that affected the provision of essential services to Palestine refugees. In addition, the ongoing conflict in the Syrian Arab Republic, coupled with a fragile, occupation-related, political and socioeconomic environment in the Gaza Strip and the West Bank, translated into significant security, humanitarian access and logistical challenges to programme implementation. Emergency intervention funding gaps meant that the Agency was forced to scale back: (a) food assistance and cash-for-work opportunities, leading to the risk of increased food insecurity; (b) vocational training and psychosocial support (under its emergency work), which could further undermine opportunities for Palestine refugees; and (c) support for the most vulnerable, including women, persons with disabilities and survivors of home demolitions and evictions.

799. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 26)).

### Subprogramme 1
### A long and healthy life

*(a) Universal access to quality, comprehensive primary health care*

800. For over six decades, the UNRWA health programme has been delivering comprehensive primary health-care services, both preventive and curative, to Palestine refugees and assisting them in accessing secondary and tertiary care. During the biennium, all Agency field offices, with the exception of the office in the Syrian Arab Republic, remained below the WHO target rate of 25 per cent for antibiotic prescriptions. In addition, across all UNRWA fields of operation, average daily medical consultations per doctor decreased and overall access to primary health-care services improved owing to the construction, reconstruction or upgrading of 32 Agency health facilities.

*(b) Protection and promotion of family health*

801. During the reporting period, the percentage of pregnant women who attended at least four antenatal care visits Agency-wide, excluding the Syrian Arab Republic, was 90.9 per cent, against the biennial target of 92 per cent. The results achieved by UNRWA, however, exceeded the WHO recommended target of 85 per cent. The results provide an indication of the quality of care provided to pregnant women in that they show that the minimum number of visits required for adequate antenatal care have been made.

*(c) Prevention and control of diseases*

802. During the reporting period, a high vaccination coverage rate was maintained for infants under 12 months of age (99.5 per cent) and children at 18 months (99.2 per cent), against the WHO recommended target of 95 per cent (biennial target: 99 per cent). The almost universal vaccination coverage for more than three decades has prevented the occurrence of disease outbreaks that are preventable through the vaccination of infants and children and enhanced immunity among this vulnerable group of Palestine refugees. The UNRWA immunization programme is implemented jointly with host nations. The high coverage rates reflect the strong commitment of a wide range of stakeholders and beneficiaries to the well-being of children.

803. By the end of the biennium, 100 per cent of shelters in host-country Palestine refugee camps in Lebanon, Jordan, Gaza and the West Bank were connected to official water networks. In addition, 92.3 per cent of the shelters were connected to sewerage networks. In the Syrian Arab Republic, accessible shelters in camps were connected to water and sewerage networks; however, owing to the ongoing security situation and restricted access, no comprehensive assessment could be undertaken.

### Subprogramme 2
### Acquired knowledge and skills

*(a) Universal access to basic education*

804. UNRWA operates 711 schools in its five fields of operation that provide free basic education to more than half a million Palestine refugee children. The final cumulative drop-out rate in the elementary education cycle for the 2016/17 school year was 1.28 per cent, excluding the Syrian Arab Republic (biennial target: 1.8 per cent). With the Syrian Arab Republic included, the rate improves to 1.17 per cent. The final annual cumulative drop-out rate of pupils in the preparatory education cycle was 3.11 per cent, excluding the Syrian Arab Republic (2.87 per cent including the Syrian Arab Republic) (biennial target: 5 per cent). The survival rate remained relatively stable in comparison with the 2015/16 school year. It is important to contextualize Agency-wide results against ongoing security, political and socioeconomic challenges across many fields of UNRWA operation during the biennium. Furthermore, an increase in the class ceiling to 50 students per class (in purpose-built classes) was adopted during the reporting period, raising the percentage of classes with more than 40 students to 43.83 per cent during the 2016/17 school year from 38.88 per cent during the 2015/16 school year. During the biennium, there was also an overall improvement in the monitoring of learning achievement test results compared with 2013;[5] this is an achievement, given the ongoing challenging context, as described above. Finally, 53 schools were either constructed, upgraded or reconstructed during the biennium.

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[5] The monitoring of learning achievement test is conducted every three years.

### *(b) Improved educational quality and outcomes against set standards*

805. At the time that the programme budget for the 2016–2017 biennium was proposed, a target of 43 per cent, against a baseline of 42 per cent, was set for the indicator on increasing the mean score obtained by students in the monitoring of learning achievement tests. In order to more accurately measure performance, the UNRWA education programme revised its monitoring focus to track and report on the mean score in higher-order thinking skills.[6] The mean higher-order thinking skills scores in the 2016 monitoring of learning achievement test, are enumerated in the table below.

Table 10

**Mean higher-order thinking scores in the 2016 monitoring of learning achievement test**

| *Level subject gender of students* | *Revised 2013 baseline (percentage)* | *Revised 2016 target (percentage)* | *Actual achievement in 2016 (percentage)* |
|---|---:|---:|---:|
| Grade 4 Arabic (male) | 38.1 | 38.7 | 43.3 |
| Grade 4 Arabic (female) | 59.9 | 60.5 | 60.4 |
| Grade 4 mathematics (male) | 28.0 | 28.7 | 24.3 |
| Grade 4 mathematics (female) | 34.3 | 35.0 | 29.6 |
| Grade 8 Arabic (male) | 31.3 | 31.7 | 35 |
| Grade 8 Arabic (female) | 52.2 | 52.6 | 57.1 |
| Grade 8 mathematics (male) | 22 | 22.6 | 30.9 |
| Grade 8 mathematics (female) | 30.2 | 30.8 | 37.5 |

## Subprogramme 3
## A decent standard of living

### *(a) Reduced poverty among the poorest Palestine refugees*

806. In 2016, the UNRWA social safety net programme transitioned from the provision of in-kind food assistance to a cash-based transfer approach in Jordan, Lebanon and the West Bank. Regarded as a more effective way to extend basic assistance, this new distribution modality reduces administrative and distribution costs associated with the delivery of in-kind assistance and provides recipients with greater freedom of choice and access to a wider range of healthy food options. Beneficiaries in Gaza continued to receive food parcels.

807. During the reporting period, 62.4 per cent of the targeted abject poor were among the beneficiaries of the UNRWA social safety net programme (biennial target: 62 per cent). In total, UNRWA supported 14.1 per cent of the total poor refugee population across all Agency fields of operation, a level of support that fell below internal UNRWA targets, owing to: (a) funding gaps that, as of 2013, necessitated a freeze on the ceiling of individuals assisted under the programme; and (b) an increase in the number of poverty-affected Palestine refugees across the five fields of Agency operation. The transition from the provision of in-kind food assistance to a cash-based transfer approach contributed to a marginal increase in the standard of living through a decreased abject poverty gap for the social safety net programme population in Jordan, Lebanon and the West Bank.[7] In Lebanon, the value of assistance increased

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[6] Higher-order thinking skills is one of three cognitive levels assessed throughout the monitoring of learning achievement tests, with the others being knowing and applying.

[7] The abject poverty gap refers to the difference between predicted family expenditure and the abject poverty line.

from 10 per cent of the abject poverty line to 13.3 per cent, while in Jordan and the West Bank, these figures went from 14.4 per cent to 18.4 per cent and 18.0 per cent to 19.9 per cent, respectively. The immediate impact of social safety net programme assistance was to mitigate poverty and food insecurity for 255,383 individuals across the five fields of UNRWA operation.

### *(b) Sustained access to employment for Palestine refugees*

808. The UNRWA technical vocational education and training strategy, endorsed in July 2014, aims to: (a) ensure that Palestine refugee youth are better equipped with relevant, market-oriented skills and abilities that contribute to sustained livelihoods; and (b) enhance learning content while strengthening instructional capacity within the Agency's eight vocational training centres.

809. During the reporting period, an Agency-wide electronic student registration system was developed to strengthen evidence-based programme management, capturing the academic and financial information of students in the technical vocational education and training programme from their initial enrolment through graduation. As of the end of 2017, the female post-graduation employment rate was 72.27 per cent (against a biennial target of 75 per cent), while the male employment rate was 84.79 per cent (against a biennial target of 78 per cent). Both rates approximate or exceed the biennial targets, despite the challenging context in which the programme operates and the unpredictability with regard to changes in the labour market. Also during the reporting period, 5,941 full-time equivalent employment opportunities were created under the UNRWA infrastructure and camp improvement interventions.[8]

### *(c) Substandard camp infrastructure and accommodation upgraded*

810. During the course of the biennium, shelters were rehabilitated for 798 families across the Agency fields of operation (biennial target: 10,000). Owing to funding gaps, achieved results fell well below targets. Also during the reporting period, UNRWA emergency and project programming supported the rehabilitation of 10,703 shelters in Gaza and an additional 891 shelters in Lebanon.

### *(d) Inclusive financial services and access to credit and savings facilities are increased*

811. During the reporting period, the UNRWA microfinance programme enhanced income-generation opportunities for Palestine refugees and other vulnerable and marginalized groups through the extension of a range of products that supported income-generation opportunities and/or essential household, education and health-care expenses. Women were prioritized as loan recipients, given the limited employment opportunities available to them and their status, often, as primary caregivers.

812. Through a series of internal reforms that focused on enhanced sustainability and operational efficiencies, the microfinance programme achieved a milestone in reaching an operational self-sufficiency ratio[9] of 129 per cent. Confirming the effectiveness of the programme, Microfinanza, a global microfinance authority, in 2017 awarded the Agency an A+ for social performance in Palestine, situating it

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[8] Full-time equivalent employment opportunities are an estimation of the number of jobs created by a given initiative within a predefined time frame. The number of full-time equivalent employment opportunities is obtained by dividing the total generated person-days by the actual number of working days over the duration of the given initiative.

[9] The ratio of a microfinance institution's operating revenues against its operating expenses.

within the top 5 per cent of all microfinance [illegible]mmes in the world, as assessed by Microfinanza. The Agency was the only m[illegible]ance provider receiving this award in the Middle East and North Africa region. Furthermore, in recognition of its achievement of the highest standards in financial and social performance, management and governance and its commitment to responsible pricing practices that promote the integrity of microfinance as a means to alleviate poverty, the UNRWA microfinance programme received the 2016 Sanabel Transparency Award.

813. During the biennium 2016–2017, the total value of loans disbursed by the UNRWA microfinance programme amounted to $77,488,553, against a biennial target of $125,000,000, while the total number of loans was 77,756 against a biennial target of 136,847. The non-attainment of biennial targets was a result of the blockade in Gaza, economic limitations in the West Bank and Jordan and the ongoing conflict in the Syrian Arab Republic, which affected the overall financial risk environment and thus loan feasibility.

### Subprogramme 4
### Human rights enjoyed to the fullest

*(a) Increased awareness and respect for the rights of the Palestine refugees*

814. UNRWA has achieved significant progress in enhancing the protection knowledge of Agency personnel and external stakeholders, while strengthening its protection response in view of increasing protection challenges faced by Palestine refugees. In this regard, a Protection Division was established at UNRWA headquarters in 2016 and all field offices have fully operational protection teams. The Agency continued to raise awareness on protection issues affecting Palestine refugees and to engage, alone or in partnership with other actors, in advocacy interventions vis-à-vis relevant authorities and stakeholders, including the international human rights system. During the biennium, UNRWA made 579 advocacy interventions, which included bilateral meetings, briefings and field visits, and formal correspondence with duty bearers, as well as submissions to relevant human rights mechanisms. In particular, in 2017, the Agency made a total of 16 submissions and briefings to international human rights mechanisms. Despite advocacy success in some areas, Palestine refugees continue to face a challenging protection environment, as results in this area are frequently dependent on factors beyond the control of the Agency, including whether duty bearers are receptive to UNRWA recommendations.

*(b) Rights, safety and dignity of Palestine refugees promoted and protected*

815. In 2016, the degree of alignment of UNRWA programmes with the Agency's protection standards was measured at 56 per cent, according to protection audits conducted across all field offices. In 2017, it was decided that protection audits would be conducted on a biennial basis (instead of annually), starting in 2018, in order to give sufficient time for progress in the mainstreaming of protection standards to occur and be measured. In addition, a new rigorous protection audit methodology was finalized. UNRWA continues to measure the implementation rate of protection audit recommendations, which was 74 per cent in 2016, demonstrating significant progress by all programmes in incorporating Agency protection standards in and through their service delivery. Also during the reporting period, 5,527 UNRWA staff were trained on different aspects of protection, enhancing their capacity to understand and effectively respond to protection concerns.

*(c) Palestine refugee status and eligibility for UNRWA services protected*

816. Eighty-two per cent of the new inscriptions met UNRWA standards of refugee registration for persons and their descendants whose normal place of residence was

Palestine during the period from 1 June 1946 to 15 May 1948 and who lost both their homes and means of livelihood as a result of the 1948 conflict. As a result, during the reporting period, the Agency returned or rejected 17 new refugee registration applications of the 95 that were reviewed. The primary reason for a case to be returned or rejected was lack of documentation from the applicant. Approved individuals are allowed full access to Agency services as registered refugees.

## Section 27
## Humanitarian assistance

### Highlights of programme results

The Office for the Coordination of Humanitarian Affairs responded to major emergencies in Iraq, South Sudan, the Syrian Arab Republic and Yemen. The Office also responded to large-scale protracted crises, including in Afghanistan, the Democratic Republic of the Congo, Somalia and the Sudan; deepening crises in Nigeria and the Lake Chad Basin; the Rohingya crisis in Bangladesh and Myanmar; and the serious needs arising from the El Niño phenomenon. The Emergency Relief Coordinator and Under-Secretary-General for Humanitarian Affairs continued to work with the Inter-Agency Standing Committee to increase the accountability of humanitarian leadership and to streamline humanitarian field operations, including by increasing linkages and improving coordination between humanitarian and development programming. The Office held the first-ever World Humanitarian Summit in May 2016. The Central Emergency Response Fund allocated $857 million for rapid response and underfunded emergencies. Eighty-nine countries adopted development frameworks, policies and national programmes to implement disaster risk reduction strategies, and sixty-three countries incorporated disaster risk reduction activities into post-disaster recovery planning. ReliefWeb and humanitarian response platforms were visited by 13.4 million unique visitors. The United Nations Disaster Assessment and Coordination Team was rapidly alerted and deployed to 25 disaster response missions during the biennium and carried out numerous activities aimed at enhancing national and regional preparedness.

### Challenges and lessons learned

Large-scale protracted crises placed a significant strain on the international humanitarian system, with conflict being the dominant driver of humanitarian needs. The growing scale, complexity and impact of humanitarian crises around the world threatens decades of peacebuilding and development efforts, and climate change acts as a risk multiplier. In most contexts, women and girls are disproportionately affected by protracted emergencies and sudden-onset disasters, and acts of sexual and gender-based violence are often perpetrated with impunity. These challenges are being mitigated by increasing the number of national and international partnerships and networks that can respond effectively to disasters and emergencies. The renewed push for more effective development programming in humanitarian crises provides an opportunity to reduce needs, risks and vulnerabilities.

817. The above-cited results are based on the implementation of 100 per cent of 296 mandated, quantifiable outputs, compared to 99 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat increased from none in 2014–2015 to 24 in 2016–2017.

818. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 27)).

### Executive direction and management

(a) *Programme of work is effectively managed and supported within the available human and financial resources*

819. During the biennium, the programme of work of the Office was effectively managed and supported within the available human and financial resources. The Office attained its target of delivering outputs and services within the established timeline (99 per cent as at 31 December 2017, against the biennial target of 98 per cent). It participated to the extent possible in the formulation of the Umoja budget module and the remaining implementation of Umoja. The Office embarked on an internal reform, while ensuring that all administrative initiatives were in line with the reforms of the Secretary-General. Although it took the Office an average of 206 days from the circulation of a vacancy announcement to the selection of a candidate (biennial target: 120 days), it is expected that centralized staffing and selection will significantly shorten recruitment timelines beginning in 2018. The restructuring process in 2017 was also a one-time factor in the recruitment delays, as the overhaul of the organization chart and structure of the Office affected internal decision-making on external recruitment.

(b) *Improved accountability of the Office*

820. The cooperation between the Office and its oversight bodies is fruitful. During the reporting period, the Office was the subject of seven audits led by the Office of Internal Oversight Services and one by the Board of Auditors and contributed to four Joint Inspection Unit reviews. The Office also conducted an internal evaluation during the biennium and synthesized findings from evaluations of the past three years (2014–2016). The implementation rate for audit and evaluation recommendations at the end of the biennium was 55 per cent (biennial target: 90 per cent), up from 39 per cent as of the end of December 2016. The Office underwent significant organizational change in 2017, the results of which will contribute to the closure in 2018 of most recommendations related to human resources and organizational restructuring.

(c) *Progress is made towards gender equality*

821. The Office met or exceeded the requirements on 87 per cent of the performance indicators (biennial target: 70 per cent) in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women. During the biennium, the Office endorsed a new policy instruction on gender equality (2016–2020), which provides an innovative and progressive framework for its work on gender equality. The policy instruction is fully aligned with the Action Plan and is rooted in three key pillars: accountability, leadership and investments in gender equality programming. The Office also utilized a gender marker in its budgetary systems and continues to make progress towards achieving gender parity at all levels. As of December 2017, 44 per cent of the positions at the P-5 level and above were held by women (biennial target: 50 per cent).

### Subprogramme 1
### Policy and analysis

(a) *Decisions of the Inter-Agency Standing Committee members and other partners are informed by humanitarian policy analysis and dialogue*

822. The Office for the Coordination of Humanitarian Affairs provided humanitarian policy analysis to and engaged in dialogue with the Inter-Agency Standing Committee

and other stakeholders through a number of means, including studies and policy briefings. Thirty humanitarian policy priorities (biennial target: 7) contained in the report of the Secretary-General on strengthening of the coordination of emergency humanitarian assistance were discussed by Member States in the negotiations of the Economic and Social Council and tne General Assembly on resolutions on the matter. Ten recommendations arising from humanitarian policy and programmatic studies and reports were implemented during the reporting period (biennial target: 9). In particular, the Office advanced the Agenda for Humanity, which sets out a vision and a road map to better meet humanitarian needs, risks and vulnerability, in order to save more lives and accelerate progress for people in crisis so that they can benefit from the Sustainable Development Goals. Protection recommendations were also put forward in two reports of the Secretary-General to the Security Council on the protection of civilians and medical care in armed conflict.

*(b) Improved operational planning, monitoring and accountability of the Office for the Coordination of Humanitarian Affairs during disasters and emergency situations, including the transitional phase from relief to sustainable development*

823. During the biennium, the Office strengthened tools for planning and monitoring, such as humanitarian needs overviews, humanitarian response plans and periodic monitoring reports. The only outstanding recommendation from inter-agency humanitarian evaluations conducted during the previous biennium was successfully implemented during the reporting period, for a completion rate of 100 per cent (biennial target: 85 per cent).

*(c) Improved capacity of United Nations coordinators for the protection of civilians*

824. In 2016–2017, key messages on the protection of civilians were integrated and mainstreamed within protection messages and knowledge was passed on to resident coordinators and humanitarian coordinators in the field during formal training, as well as during more informal events. All existing opportunities were used, including the induction workshop for resident coordinators, the humanitarian coordinators' retreat, the onboarding meeting of incoming humanitarian coordinators and webinars on the centrality of protection in humanitarian response. A total of 120 resident coordinators and humanitarian coordinators (biennial target: 120) were trained during the biennium. Recent reports and results from humanitarian coordinators' performance evaluation reports indicate that there has been an improvement in the ability of humanitarian leaders to carry out their protection and advocacy roles.

### Subprogramme 2
### Coordination of humanitarian action and emergency response

*(a) Timely and principled decision-making underpinned by empowered, competent and experienced inter-agency professionals*

825. A majority (87 per cent) of humanitarian country teams presented priority needs and objectives through an agreed humanitarian response plan (biennial target: 90 per cent). The quality and operational relevance of humanitarian response plans were enhanced throughout the biennium to better support needs-based response prioritization, joint delivery and multi-year planning and to allow context-specific flexibility, all based on best practices from the previous biennium. The outcomes of the World Humanitarian Summit and Grand Bargain on humanitarian financing processes are also being mainstreamed throughout the process. As of the end of 2017, 88 per cent of humanitarian coordinators were members of the inter-agency humanitarian coordinator pool (biennial target: 80 per cent). The Office also

supported the evolution of the humanitarian coordination system in the areas of cash-transfer programming and inter-cluster coordination in field operations.

### *(b) Increased donor funding for humanitarian action*

826. At the end of the biennium, 31 per cent of humanitarian response plans (biennial target: 30 per cent) in protracted emergencies were at least 70 per cent funded. Although several of the humanitarian response plans were funded above 80 per cent, funding across sectors is still unevenly distributed. In February 2017, the Secretary-General called on the world to avert four potential famines, in north-eastern Nigeria, Somalia, South Sudan and Yemen. The international community quickly mobilized funding, and in less than a month $1 billion was disbursed, which tripled to nearly $3 billion two months later. At the end of 2017, the total had topped $5 billion. At the end of the biennium, 80 Member States had contributed to inter-agency response and pooled funding mechanisms (biennial target: 80 Member States), primarily through the Central Emergency Response Fund and country-based pooled funds. Member States also contributed to inter-agency response through United Nations Disaster Assessment and Coordination Teams and the International Search and Rescue Advisory Group.

### *(c) Timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies*

827. The Central Emergency Response Fund continued to provide timely and coordinated funding to countries with new and protracted emergencies throughout the biennium. The secretariat of the Fund processed 836 projects in 53 countries, with a combined value of $857.1 million. Of these, 572 projects were from the Fund's rapid response window to 51 countries, with a combined value of $562.1 million. The Fund's underfunded emergencies window, in turn, funded 264 projects in 21 countries, with a value of $294.9 million. Sixty-nine per cent of project proposals under the rapid response window were approved by the Emergency Relief Coordinator within three days after their final submission (biennial target: 95 per cent). The Fund's grant management system has been particularly helpful in ensuring a smooth workflow process and as a source of reliable performance data.

### *(d) Improved response to humanitarian emergencies by all United Nations operational agencies*

828. Although the Office's surge mechanism continued to be strained by emergencies declared in the previous biennium, timely and coordinated response remained a priority. The United Nations Disaster Assessment and Coordination Team was rapidly alerted and deployed to 25 disaster response missions during the biennium and carried out numerous activities aimed at enhancing national and regional preparedness. Although the increase in the number of corporate emergencies put a demand on specialized profiles, all emergency response missions of the Team were deployed within 48 hours of request, in accordance with standard operating procedures. Although deployments of coordination staff to some new or escalating emergencies were delayed by visa processing requirements or the need for specialized profiles, 66 per cent of surge staff were deployed within seven days (biennial target: 90 per cent).

## Subprogramme 3
## Natural disaster risk reduction

### *(a) Increased national capacity and commitment to reduce disaster risk and implement the post-2015 framework for disaster risk reduction*

829. Commitment to the implementation of disaster risk reduction strategies is steadily increasing. Eighty-nine countries adopted development frameworks, policies

and national programmes to implement disaster risk reduction strategies during the biennium (biennial target: 65). Countries are increasingly taking a multi-hazard approach to disaster risk reduction, linking knowledge of the full range of hazards to all aspects of disaster risk management. Most countries have recognized that better coordination in the flow of information and warnings related to disasters at the national level could enhance effectiveness. A total of 135 countries have reported on progress in the implementation of the post-2015 framework of disaster risk reduction (biennial target: 100).

*(b) Increased national capacities for post-disaster reconstruction planning at all levels*

830. Sixty-three countries (biennial target: 35) incorporated disaster risk reduction activities into post-disaster recovery planning and operations during the biennium. The capacities for post-disaster recovery planning have been strengthened, and countries reported specific measures to enhance the resilience of post-disaster recovery and rehabilitation processes. Ninety-four countries were using disaster loss databases during the biennium (biennial target: 95). The United Nations Office for Disaster Risk Reduction supported the development and use of disaster loss databases in over 30 countries and conducted workshops with government officials and other stakeholders to translate risk knowledge into risk financing, development planning and public investment decision-making.

*(c) Increased level of investments for disaster risk reduction programmes and projects*

831. Increasing and motivating risk-sensitive business investments continued to be a priority for the International Strategy for Disaster Reduction. As a result, 38 disaster risk reduction programmes and projects (biennial target: 35) were financed by Governments and the international community. The United Nations Office for Disaster Risk Reduction further strengthened its dynamic partnership with the private sector, through its Private Sector Alliance for Disaster Resilient Societies, to build understanding of the hidden disaster risk-related liabilities for businesses, and supported the drafting and launching of a strategy for the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 by members of the Alliance.

### Subprogramme 4
### Emergency support services

*(a) Prompt mobilization of international emergency response mechanisms to facilitate international humanitarian assistance to victims of disasters and emergencies*

832. The United Nations Disaster Assessment and Coordination Team was rapidly alerted and deployed to 25 disaster response missions during the biennium and carried out numerous activities aimed at enhancing national and regional preparedness. Although the increase in the number of corporate emergencies put a demand on specialized profiles, all emergency response missions of the Team were deployed within 48 hours of the request (biennial target: 48) in accordance with standard operating procedures. Although the deployment of coordination staff to some new or escalating emergencies was delayed owing to visa processing requirements, 66 per cent of coordination staff were deployed within seven days (biennial target: 90 per cent).

*(b) Enhanced ability of international, regional and national actors to deploy effective, well-coordinated and interoperable humanitarian response capacity within agreed frameworks*

833. The emergency response preparedness approach is being used in 45 countries (biennial target: 42). This achievement is a sign of the synergy among response mechanisms and networks, including the United Nations Disaster Assessment and Coordination Team, the International Search and Rescue Advisory Board, the Global Disaster Alert and Coordination System, the network of environmental emergency response providers and the civil-military coordination network. The United Nations Disaster Assessment and Coordination Team also actively reached out to other response networks, including the foreign medical team initiative.

### Subprogramme 5
### Humanitarian emergency information and advocacy

*(a) Enhanced awareness of and regard for humanitarian principles and concerns*

834. During the biennium, the Office continued to enhance awareness and advocate for humanitarian principles and concerns. It accomplished this goal by increasing the number of print media stories covering humanitarian issues by 14,000 stories, a 22 per cent increase from the 2015 baseline and 7,000 above the target of 72,000. The Office also invested resources in social media engagement, increasing the number of new followers by 208,134 during the biennium. This is 73 per cent higher than the target of 120,000, reflecting the priority that the Office places on the achievement of enhanced awareness through these platforms.

*(b) Improved access to relevant information for decision-making by the humanitarian community*

835. During the biennium, the number of users of the humanitarian information platforms of the Office increased considerably. In 2016, ReliefWeb was visited by 6 million users, and in 2017 by over 6.8 million. During the biennium, ReliefWeb made available more than 109,000 humanitarian reports and maps and initiated coverage of 171 natural disasters. Over the same period, ReliefWeb also released new products and services, including mobile applications, topic pages, interactive visuals, Twitter disaster streams and data snapshots. ReliefWeb was also made available on Google Play Newsstand and Apple News, as well as in a light, low-bandwidth version (ReliefWeb Lite). RedHum, the Spanish-language humanitarian information platform, is now powered by and integrated with ReliefWeb. Humanitarian Response had approximately 900,000 unique visitors during the biennium. Finally, Humanitarian Data Exchange continued to be a key platform in supporting data sharing and use by partner agencies during humanitarian crises. By the end of 2017, over 300 organizations had shared 6,500 data sets through Humanitarian Data Exchange covering every active crisis around the world (biennial target: 25.84 million unique visitors on the ReliefWeb and Humanitarian Response web platforms).

## Section 28
## Public information

**Highlights of programme results**

The Department of Public Information continued to communicate the ideals and work of the United Nations to global audiences. The Department played a leading role in the planning and coordination of system-wide communications in support of major United Nations issues and events, including the high-level plenary meeting of the

General Assembly on addressing large movements of refugees and migrants, held in 2016, the Sustainable Development Goals, the Paris Agreement on climate change and the Ocean Conference, held in 2017. The Department continued to adapt to the rapidly evolving communications landscape by expanding the reach of its products and activities through radio, television, print and social media, as well as other digital media. During the biennium, the Department's social media accounts on Facebook, Twitter, Google+ and Weibo grew substantially, reaching 30 million followers and exceeding the biennial target. The Department's multilingual video-sharing platforms far surpassed the expected target, with 4.2 billion video views. The number of radio and television stations broadcasting United Nations programmes increased to 1,066, covering 159 countries and territories. The United Nations website attracted an average of 3.7 million visitors monthly, exceeding the biennial target. The launch of iLibrary and the e-commerce site, shop.un.org, increased access to the United Nations publications and resulted in more than 3 million downloads and purchases. In addition, the number of partnerships with external entities reached 3,507.

**Challenges and lessons learned**

In the ever-changing communications environment, it remains essential for the Department to ensure adequate underlying technologies and support for digital services. As social and digital media continued to reach new audiences, the Department responded by creating a dedicated, multilingual social media team to enhance coordination, create social media optimized content and strengthen a strategic approach. To meet the requirement for language parity within existing resources, the Department has adapted workflows and pooled resources. It has also adapted the format and distribution channels of its news products and improved content discoverability, as more people consume news on mobile devices or social media. The rapid nature of media consumption and technological innovation affect the Department's ability to predict audience behaviour and growth.

836. The above-cited results are based on the implementation of 97 per cent of 175 mandated, quantifiable outputs, which is the same rate of implementation as in the previous biennium. As in 2014–2015, one additional output was implemented at the initiative of the Secretariat in 2016–2017.

837. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 28)).

### Executive direction and management

*(a) Programme of work is effectively managed*

838. In order to support the effective delivery of its communications, the Department relied on regular monitoring and evaluation capacities. This included collecting feedback from end users, media analysis and other forms of data collection. It allowed the Department to measure the usefulness, relevance and reach of its products and activities and to monitor how its stakeholders were using its services. The analyses provided insight for better decision-making and improved performance. Furthermore, the Department ensured the timely reporting of its outputs and services by coordinating data monitoring and reporting timelines in advance with subprogramme focal points. The Department also maintained its practice of providing regular training workshops and tutorials for subprogramme focal points on data collection processes and monitoring procedures.

*(b) Increased timeliness of submission of documentation*

839. The Department submitted all of its pre-session documents, including the reports of the Secretary-General and documents for the Committee on Information and the Special Political and Decolonization Committee, on or before the slotted deadlines. The 100 per cent rate of compliance was made possible by maintaining timelines agreed in advance with subprogramme focal points.

*(c) A strengthened culture of communication and coordination in public information within the Secretariat and among United Nations system partners*

840. The United Nations Communications Group, a United Nations system-wide network chaired by the Department, remained the central platform for strengthening communications. The Group held its annual meetings of principals in Vienna in 2016 and in Madrid in 2017. Ninety-four per cent of surveyed participants in 2016 and in 2017 (biennial target: 88 per cent) agreed that the meetings were relevant to their organizations' activities. The meetings provided a forward-looking forum to discuss and plan communication strategies on priority themes, including the Sustainable Development Goals and refugees and migrants, among other key issues. Participants commended the Group for providing practical knowledge-sharing and networking opportunities, which were beneficial to their organizations.

### Subprogramme 1
### Strategic communications services

*(a) Improved quality of media coverage on the priorities decided upon by Member States*

841. Media outreach included activities for the promotion of the Sustainable Development Goals (media zones on the Goals were set up at the World Economic Forum in Davos, as well as at the Youth Forum, the Ocean Conference and the seventy-second session of the General Assembly) and the Paris Agreement on climate change, as well as the outcomes of the twenty-second and twenty-third sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Marrakech, Morocco, and Bonn, Germany, respectively; the high-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants, held in 2016; and the 2017 Ocean Conference. A total of 2,152 media clippings were analysed for the high-level plenary meeting of the General Assembly and the Ocean Conference. Sixty-six per cent of media clippings carried at least one United Nations key message, exceeding the target of 55 per cent and revealing that the Organization remained an effective driver of media coverage on key priority issues. Major reports that were launched in 2017 included the *World Economic Situation and Prospects*, the *World Economic and Social Survey*, *The Sustainable Development Goals Report* and the *International Migration Report 2017*. The Strategic Communications Division continued to develop over a dozen electronic media lists to improve media outreach, including at the country level, and outreach to broader audiences.

*(b) Increased reach of the online components of communications campaigns on priority themes*

842. Interest in United Nations activities on social media continued to show steady growth. The followers of the United Nations on mainstream platforms (i.e., Facebook, Twitter, Weibo and Google+) now number more than 30 million, meeting and surpassing the biennial target of 25 million fans and followers. The use of these interactive platforms has broadened the reach of United Nations messages. Throughout the year, the Department's social media accounts engaged with audiences

in unprecedented numbers. For instance, during the opening of the General Assembly in September 2017, the accounts generated 5,682,343 more engagements (including comments, likes and retweets) than average. The accounts gained an extra 171,058 new followers in addition to the usual monthly increase, and posts were seen by 1,725,137 users beyond their monthly reach.

*(c) Improved understanding at the local level of work carried out by the United Nations*

843. The global network of United Nations information centres helped to significantly increase local understanding of the United Nations, while providing communications support to United Nations country teams, including through local United Nations communications groups. The information centres collected feedback from almost 10,000 participants in briefings. After participating in an information centre programme, almost twice as many participants rated their opinion of the United Nations as "very positive", and the number of participants with a negative view of the Organization dropped by 55 per cent. Ninety-three per cent of participants indicated that their understanding of the Organization had improved (biennial target: 75 per cent). The information centres communicated with local audiences in local languages for greater impact and reach, producing 10,200 information materials (biennial target: 6,500) in 79 local languages, including translations of the Sustainable Development Goals icons into 53 local languages. On digital media, the information centres continued to effectively inform their target audience about the United Nations, reaching an average of 1.4 million website visitors/users (biennial target: 1.5 million) and 2.9 million combined Twitter followers, Facebook fans and YouTube viewers per month.

### Subprogramme 2
### News services

*(a) Increased utilization by media organizations and other users of news, information and related multimedia products about the United Nations that are produced in all six official languages*

844. The News and Media Division adapted and improved its products and work processes to better respond to a rapidly changing media environment, while maintaining an emphasis on traditional media. The subprogramme expanded its reach to new and younger audiences through timely, targeted, multilingual content. These efforts resulted in phenomenal growth on social media and steady audience increases on traditional channels. During the reporting period, Internet downloads of radio, television and photo products exceeded their targets. This included almost 7 million downloads of radio programmes (biennial target: 5.5 million); 148,000 downloads of television programmes (biennial target: 92,000); and 379,500 downloads of high-resolution photographs (biennial target: 275,000). The average number of monthly visitors to the United Nations websites (www.un.org) exceeded the biennial target by 42 per cent. The strongest growth was on the social media platforms. Social media video views grew by an astonishing 7,000 per cent and the social media usage of photos was almost three times higher than the target set for the biennium.

*(b) Timely access by news organizations and other users to daily meeting-coverage press releases, television packages, photos and other information products in all six official languages*

845. The Division met its target to produce and distribute 88 per cent of outputs on or before the deadlines. One hundred per cent of United Nations television live coverage, photo coverage and news reports of meetings and events at Headquarters

were distributed on the same day. Press releases continued to be distributed or posted within two hours of the end of meetings.

### Subprogramme 3
### Outreach and knowledge services

*(a) Broader reach of United Nations multilingual information through various media and services and through expanded partnerships with other entities*

846. The Outreach Division engaged new audiences through the establishment of partnerships with 3,507 United Nations entities and external organizations (biennial target: 1,820) and 256 non-governmental organizations from developing countries and countries with economies in transition. United Nations Academic Impact collaborated with existing partners and concluded a new partnership agreement with the Millennium Campus Network and the UNESCO Asian-Pacific Centre for Education for Intercultural Understanding. In addition, the Creative Community Outreach Initiative expanded partnerships with the entertainment industry and the creative community in general, including film, television and digital content professionals. The number of visitors to the Division's websites was twice the biennial target, reaching 435,300 monthly visitors. The launch of iLibrary and the e-commerce site shop.un.org by the Sales and Marketing Section allowed global, aggregated access to print and digital publications, resulting in over 3 million downloads and purchases, in line with the biennial target.

*(b) Increased value of library and knowledge services providing access to information that supports the work of delegates and staff*

847. The Library's client satisfaction survey results were 99 per cent positive, exceeding the biennial target of 8.5 on a 10-point scale. The visits to online library services increased to 3.7 million visits, compared to a target of 2.7 million, owing largely to the popularity of the Research Guides and Ask DAG. The Library reached more Member States and Secretariat departments, providing services to 93 per cent of the permanent missions (biennial target: 73 per cent) and 68 per cent of Secretariat units (biennial target: 50 per cent). The United Nations intranet, iSeek, continued to provide a solid platform for United Nations staff worldwide. A site redesign in 2015, which streamlined the site and moved human resources information to a public website, greatly reduced the average number of monthly sessions, from 1.2 million in 2015, to 422,000 in 2017. Since the redesign, the average number of monthly sessions has grown by 5 per cent per year, higher than the anticipated growth rate of 2 per cent set out in the biennial target of 1.35 million. The readership for deleGATE remained stable over the same period, with 55,000 average monthly sessions.

## Section 29A
## Office of the Under-Secretary-General for Management

**Highlights of programme results**

The Office of the Under-Secretary-General for Management provided leadership and oversight to ensure timely, client-focused delivery of administrative services and to enhance efficiency, transparency and informed decision-making. In advancing the Secretary-General's initiatives, the Office contributed to the development of the new strategy to combat sexual exploitation and abuse and led the efforts to develop a new and strengthened whistle-blower policy. The Office also provided strategic direction and guidance on all ongoing business transformation projects. The Office continued its efforts to improve transparency and strengthen accountability by, inter alia, maintaining a strong relationship with the oversight bodies; supporting the work of the Management Committee and the Management Performance Board; coordinating the preparation of the senior managers' compacts; and acting as the focal point for enterprise risk management in the Secretariat. The Office played a critical leadership role in ensuring the successful deployment and stabilization of Umoja across the global Secretariat. At the end of the biennium, Umoja had more than 40,000 users in more than 400 locations. Umoja also standardized and automated business processes across the Organization's global operations and incorporated international best practices in financial accounting and reporting. The secretariat of the Fifth Committee and the Committee for Programme and Coordination received a satisfaction rate of over 97 per cent from Member States for the services it provided. The Management Evaluation Unit facilitated management evaluation processes and decisions in 2,831 cases. The average processing time for the review of procurement cases by the Headquarters Committee on Contracts during the biennium was 3.9 days, while the target was 7 business days.

**Challenges and lessons learned**

Lessons learned from the previous roll-outs of Umoja were integrated into the preparation for the next phases of the project. As part of the Umoja stabilization process, the post-implementation review task force identified potential gaps in the implementation processes and required improvements. The simultaneous implementation of the Secretary-General's business transformation projects (IPSAS, Umoja, the ICT strategy, mobility and the global service delivery model) placed significant demands on managers and staff. The Office is of the view that simultaneous transformation projects of such magnitude require careful coordination and must take into consideration available resourcing. It is also important to capitalize on possible synergies between the projects, particularly at the following three stages: (a) development and preparation; (b) intergovernmental processes; and (c) implementation. In order to improve transparency and strengthen accountability, the Office engaged with a wide network of partners and focal points to implement enterprise risk management, respond to oversight body recommendations and report on the Secretariat's performance through the biennial programme performance report. The development and maintenance of the necessary skills among the relevant focal points is an ongoing challenge, as their turnover rate is high. In order to address this challenge, the Office continues to deliver in-person and online training in each of the respective areas.

848. The above-cited results are based on the implementation of 95 per cent of 969 mandated, quantifiable outputs, compared to 94 per cent in the previous biennium. No additional outputs were implemented at the initiative of the Secretariat during 2014–2015 and 2016–2017.

849. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 29A) and A/70/6 (Sect. 29A)/Corr.1).

**Executive direction and management**

*(a) The programme of work is effectively managed*

850. The Office of the Under-Secretary-General for Management successfully carried out its leadership role and provided guidance, support and, where appropriate, direction in the advancement and completion of initiatives, including the strategy to combat sexual exploitation and abuse, the new whistle-blower policy, Umoja,

mobility, the global service delivery model and the capital master plan. All outputs and services were delivered in a timely manner. In order to avoid an overlap in timing with the staff engagement survey planned by the Executive Office of the Secretary-General, as well as to avoid data distortion on respondents' assessments during the implementation and stabilization phase of Umoja, the scheduled client survey was not conducted during the biennium 2016–2017. The client ratings of the Department's services are therefore not available for the biennium.

*(b) Enhanced policy coherence in the management of the activities of the United Nations*

851. In order to facilitate communication and information-sharing among senior management and administrative officials at all duty stations, the Office conducted regular meetings with executive officers and managers. Policy coherence in the management of the activities of the United Nations was enhanced through such mechanisms as United Nations system-wide cooperation in the High-Level Committee on Management and CEB and support to the Management Committee.

### Component 1
### Management services

*(a) Effective and efficient functioning of the Secretariat, in full compliance with legislative mandates and relevant rules and regulations*

852. The Office of the Under-Secretary-General for Management continued its strong relationship with the oversight bodies and its coordination of the Administration's responses on the implementation of the recommendations of oversight bodies. None of the recommendations in the audit reports issued by the Board of Auditors in 2016 and 2017 addressed to the United Nations Secretariat raised serious issues with regard to the internal control systems, and the Board of Auditors expressed unqualified (clean) audit opinions in all instances. With regard to the rate of implementation of oversight bodies recommendations, the Administration calculated a cumulative percentage, derived from the following oversight reports: report on the activities of the Office of Internal Oversight Services for the period from 1 July 2016 to 30 June 2017 (A/72/330 (Part I)/Add.1); report of the Board of Auditors on the financial statements of the United Nations for the year ended 31 December 2016 (A/72/5 (Vol. I) and A/72/5 (Vol. I)/Corr.1, chaps. 1 and 2); report of the Board of Auditors on the capital master plan for the year ended 31 December 2016 (A/72/5 (Vol. V)); report of the Board of Auditors on the financial statements of the United Nations peacekeeping operations for the 12-month period ended 30 June 2017 (A/72/5 (Vol. II), chaps I and II). Based on the data on the status of implementation of prior periods' recommendations contained in those reports, the cumulative rate of implementation of the recommendations of oversight bodies by the Administration was 80 per cent as of the end of 2017.

*(b) Strengthened accountability throughout the Secretariat*

853. Senior managers' performance against the indicators in their annual compacts for 2015 and 2016 was assessed. In addition, an aggregate-level analysis of performance as compared to previous compact cycles was conducted. It was found that, while compliance with recruitment timelines and female representation in senior-level Professional posts continued to be areas of systemic weakness, compliance with performance management requirements and the Umoja preparatory activities had improved. The Secretary-General's programme performance report was presented to the Committee for Programme and Coordination in a timely manner.

### *(c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations*

854. The Headquarters Committee on Contracts and the Headquarters Property Survey Board continued to review contract awards and cases of property disposal with efficiency, fairness, integrity and transparency and in compliance with relevant financial rules and regulations. During the period from 1 January 2016 to 31 December 2017, the Headquarters Committee on Contracts reviewed 964 cases. The average processing time was 3.9 days, which was significantly lower than the biennial target of 7 business days. During the same period, the Headquarters Property Survey Board reviewed 698 cases (biennial target: 510 cases). In addition, the secretariat of the Headquarters Committee on Contracts conducted 36 training courses and 7 field assistance missions to strengthen the vetting capacity of members of the local committees on contracts.

## Component 2
## Enterprise resource planning project

### *(a) All business processes for the management of resources and programme performance are efficient, effective and have built-in internal controls and are in full compliance with regulations, rules, policies and procedures*

855. The biennial targets were met. One hundred per cent of business processes were designed or re-engineered in full compliance with regulations, rules, policies and procedures. Sixty-one per cent of business processes were designed and released for acceptance (a total of 195 processes out of 321: 122 Foundation processes, 66 Extension 1 processes and 7 Extension 2 processes) and 63 per cent of business processes were built and tested (203 out of 321: 122 Foundation processes, 66 Extension 1 processes and 15 Extension 2 processes). Progress included successful deployment of the service delivery functionality to all peacekeeping and special political missions in July 2016; implementation of a new module for automating the preparation of financial statements in August 2016; and deployments of cluster 5 in November 2016, the financial statements module for eight non-peacekeeping entities in February 2017, the changes to the International Civil Service Commission compensation package in January and September 2017 and phase 1 of supply chain management (decommissioning of Galileo) in September 2017. Work is still in progress for the remaining processes of Extension 2, as well as continuous improvements relating to the deployed functionality of Foundation and Extension 1.

### *(b) Umoja is stabilized and operating effectively*

856. The stabilization of clusters 3 and 4 during the biennium 2016–2017 was reflected in the declining number of incidents requiring production support as well as growing evidence of user adoption. Accordingly, the target regarding the decrease in the number of help desk support requests after stabilization was met. At the close of the biennium, the Umoja solution was supporting a complex organization in more than 400 global locations, with over 15,800 Umoja users and over 103,000 roles provisioned cumulatively. The number of users, including employee self-service users, grew to over 42,400. Production support arrangements were strengthened following the recommendations of the post-implementation review task force for clusters 1 and 2, and the production support model has worked overall, notwithstanding the fact that the stabilization phase for clusters 3 and 4 was longer than anticipated, stretching process experts, both in the Umoja team and among the process owners.

### Component 3
### Management evaluation component of the administration of justice

*(a) More timely decision-making by the Administration with respect to evaluation of contested decisions*

857. The Management Evaluation Unit received 945 requests in 2016, a greater number than the 873 requests in 2015, but still within the average of 929 cases received each year since 2010. In 2017, the number increased significantly to 1,888, owing primarily to two large group cases emerging from changes in salary scales and in post adjustment and to downsizing and closure of peacekeeping missions. The continued high volume of requests challenged the ability of the Unit to maintain the level of timeliness in its responses. Evaluations were completed within the statutory time frames in 82 per cent of the cases submitted in 2016 and in 63 per cent of the cases submitted and closed by 31 December 2017. It should be noted that this includes a significant number of cases that were delayed owing to efforts to resolve them informally, many of which were successful.

*(b) Improved accountability in management-related decisions*

858. During the biennium 2016–2017, 11 per cent of decisions fell in the category of improper or incorrect decisions within the various offices and departments of the Secretariat, against the biennial target of 12 per cent. The Management Evaluation Unit continued to analyse each evaluated decision in terms of whether it had a component relating to the accountability of managers. This not only included settlements in which the Organization paid compensation to staff members, but all settlements and decisions upheld by the Tribunals, which could potentially expose the Organization to further litigation. The Management Evaluation Unit continued its practice of articulating accountability considerations and, where appropriate, recommendations for the decision-makers.

*(c) Reduced litigation of cases in the United Nations Dispute Tribunal*

859. As at 31 December 2017, about 23 per cent of the cases filed in 2016 and 2017 had been challenged by staff members before the Dispute Tribunal. That percentage, which is below the baseline for the biennium, is particularly significant for 2017, given the considerably larger caseload. About 28 per cent of the cases submitted in 2016–2017 were resolved informally at the management evaluation stage, which contributed to limiting the number of cases proceeding to formal mechanisms of dispute resolution.

### Component 4
### Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

*(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings*

860. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to their programmes of work in a timely and procedurally correct manner. Targets were met for the preparation and dissemination of the programmes of work and for the submission of final reports. Surveys conducted to evaluate the services of the secretariat of the Committees showed satisfaction rates of 98.5 per cent and 97.9 per cent for the seventieth and seventy-first sessions of the General Assembly and the Fifth Committee and 97.9 per cent and 98.4 per cent for

the fifty-sixth and fifty-seventh sessions of the Committee for Programme and Coordination. No complaints were received in the biennium 2016–2017.

## Section 29B
## Office of Programme Planning, Budget and Accounts

**Highlights of programme results**

The Office of Programme Planning, Budget and Accounts completed the IPSAS-compliant financial statements for the United Nations for 2014 and 2015 and for the United Nations Peacekeeping Operations for 2015–16 using Umoja. The financial statements received an unqualified opinion from the Board for Auditors. The Office made further progress on the sustainability of IPSAS compliance and further improved the integrity of financial data, which are now comprehensive and detailed, especially for real estate, equipment, inventories and intangible assets. The Office started work to implement the statement of internal control project across the United Nations Secretariat, based on the conceptual framework of the Committee of Sponsoring Organizations of the Treadway Commission. The Office improved the system of delegation of authority to enable client departments and field missions to exercise financial authorities effectively. This includes a new information technology tool, Unite delegation of authority, which uses iNeed to route delegations of authority to staff. The Office involved all Departments in the design of the new Umoja budget formulation tool to ensure a client-friendly budget formulation process. It also provided assistance to clients on the application of financial policies, including on cost recovery, grants management and internal controls.

**Challenges and lessons learned**

The deployment of Umoja across the Secretariat has been a major opportunity and challenge for the Office, which is responsible for more than 60 per cent of all Umoja processes. The final phase of the deployment of the Umoja budget formulation module is under way and is expected to provide much-needed synergies in the budget formulation and implementation processes. A major challenge in issuing the financial statements using Umoja was overcome by carefully discussing and documenting the financial statements preparation process and the underlying batches, interfaces and control points with all stakeholders.

861. The above-cited results are based on the implementation of 98 per cent of 1,729 mandated, quantifiable outputs, compared with 100 per cent in the previous biennium. No additional outputs were implemented at the initiative of the Secretariat in 2014–2015 and 2016–2017.

862. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 29B)).

### Executive direction and management

*(a) Sound financial management and control in the Organization*

863. Audit observations on financial matters referred, in general, to minor issues, indicating that effective internal financial controls are in place. There were no adverse audit observations during the biennium (biennial target: 0). The Office of the Controller continued to provide effective financial management by addressing audit recommendations issued by the oversight bodies, closely monitoring the exercise of

delegations of financial authority and ensuring that qualified and experienced staff members are designated, and ensuring that executing agency, host country and framework agreements entered into by the United Nations meet financial standards for approval and are executed in accordance with financial regulations and rules. The Office provides timely advice and assistance to client departments and offices on the implementation of the financial regulations and rules.

*(b) The programme of work of the Office of Programme Planning, Budget and Accounts is effectively managed and supported by staff and financial resources*

864. All requests for clearance of donor, executing agency, host country and framework agreements that were submitted to the Office of the Controller for review and approval were processed, cleared and/or signed by the Controller within 6.5 business days from the day of receipt, provided that the requests were complete, accurate, in compliance with the regulatory framework of the Organization and did not require additional reworking with the requesting office/department. Exigency requests may even be concluded on the day of submission. The biennial target of 6.5 days was therefore met.

*(c) Improved financial policies*

865. The Office continued to improve its services to Secretariat offices, offices away from Headquarters and peacekeeping missions on financial matters. For example, the Office implemented functional delegation of authority to directors of administration of offices away from Headquarters and directors/chiefs of mission support in peacekeeping missions, which means that the delegation of authority takes effect automatically on the date of appointment to the function. The Office also developed and launched the paperless Unite delegation of authority system using iNeed. This enables authorized officials to confirm online that they have read and understood the delegation of authority. The Office of the Controller continues to streamline policies and guidelines to clients, based on close collaboration with departments and offices, with a focus on defining the derived benefits from the two large transformational projects, IPSAS and Umoja. The administrative instruction on delegation of authority under the Financial Regulations and Rules was revised and issued as document ST/AI/2016/7, and updated guidelines from the Controller on cost recovery, programme support costs and other financial matters were issued to clients and posted on iSeek for a complete overview of all financial policies issued by the Controller.

### Component 1
### Programme planning and budgeting

*(a) Increased contribution to the decision-making process by Member States on issues relating to the biennial programme plan, the programme budget and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals*

866. The Programme Planning and Budget Division submitted 96 per cent of its documents (biennial target: 100 per cent) and 100 per cent of supplementary information (biennial target: 100 per cent) by the documentation deadlines. A small number of reports (6 out of 160) were concluded after the prescribed deadline owing to events that were beyond the control of the Division. The Division obtained survey findings on the satisfaction rate of Member States with the quality, including standardization, of the biennial programme plan. Of the Member States who responded, 81 per cent (biennial target: 100 per cent) expressed their satisfaction.

*(b) Improved management of regular budget, extrabudgetary and criminal tribunal resources and the International Residual Mechanism for Criminal Tribunals*

867. The Division made some changes to the preparation of the proposed programme budget for 2016–2017. Instead of reviewing and consolidating the information submitted by clients through a number of forms, the Division had departments submit final versions of the budget fascicle and supplementary information. This change had a positive impact on the budget formulation and allowed the Division to dedicate more time to the review and analysis of the budget. Departments welcomed the initiative, as it increased their ownership of the documents. Eighty per cent of survey respondents (biennial target: 100 per cent) expressed satisfaction with the services provided by the Division.

*(c) Increased transparency and dialogue with Member States in the process of presentation of the biennial programme plan, the programme budget, and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals, in accordance with the Financial Regulations and Rules of the United Nations, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation and the relevant General Assembly resolutions*

868. Based on the results of a survey, 95 per cent of Member States who responded (biennial target: 100 per cent) indicated that they were either "very satisfied" or "satisfied" with the performance of the Office related to transparency and dialogue. The Office will continue to strive to improve its performance in this regard.

### Component 2
### Financial services relating to peacekeeping operations

*(a) Improved reporting to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and police- and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping*

869. As at 31 December 2017, 94 per cent (biennial target: 97 per cent) of all reports for the seventieth, seventy-first and seventy-second sessions of the General Assembly were submitted by the documentation deadlines. Five of seventy-eight reports were submitted after the target date owing to the need for extensive consultations on aspects of operational mission support and protracted consultations in the light of the decision to rapidly close and liquidate UNOCI.

*(b) Increased efficiency and effectiveness of peacekeeping operations*

870. As at 31 December 2017, liabilities for troop and formed police costs were less than three months (biennial target: 3) for 14 peacekeeping operations for which reimbursements for troop and formed police costs are made. Troop and formed police costs were paid up to August 2017 for one mission (UNISFA). This is an improvement compared with corresponding data for 31 December 2015.

### Component 3
### Accounting, contributions and financial reporting

*(a) Improved integrity of financial data*

871. An unqualified audit opinion was received for the 2015 and 2016 financial statements of the United Nations. The 2016 financial statements were the third set of IPSAS-compliant financial statements for the United Nations. The interim audit

conducted with respect to the year 2017 contained no more than two adverse audit findings (biennial target: 4), which are being addressed.

*(b) Financial transactions that are timely and accurate*

872. Numerous resources were dedicated to Umoja conversion and production support. As a result, despite the best efforts of the Office, output declined. Significant effort was expended to clean open items on the bank accounts and data for the IPSAS balances, as the full range of financial reporting has not yet been implemented for Umoja. United Nations bank accounts are reconciled daily using automated reconciliation complemented by manual reconciliation for items not cleared by the automated process. The Accounts Division reconciled 100 per cent of Headquarters bank accounts within 15 days of month's end (biennial target: 100 per cent), based on sampling data for the period. The Accounts Division processed payments and transactions within 30 days of receipt of all appropriate documents 90 per cent of the time (biennial target: 95 per cent), based on sampling data for the period.

*(c) Insurance policies that have increased benefits for the Organization*

873. The biennial target of two improvements or beneficial adjustments to the terms of insurance policies was exceeded. In an effort to work "smarter" and more efficiently, the Insurance and Disbursement Service entered into more multi-year deals in which the terms and conditions of several insurance policies were enhanced, increasing benefits and financial savings for the Organization. Robust efforts to increase outreach to new insurance markets resulted in additional vendors coming on board, and the Organization achieved 23 per cent savings in the renewal of the malicious acts insurance policy. The Insurance and Disbursement Service completed its first broker exercise. This pilot exercise took several years and resulted in a change in the broker for the aviation policy. This change will enable the Organization to attract new markets for this policy and ensure that there is no complacency among existing brokers.

*(d) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions*

874. Monthly reports on the status of contributions were generally issued in a timely manner, with fiscal year reports finalized in conjunction with the closing of accounts. All pre-session documentation related to the scale of assessments and financing of peacekeeping were submitted in full compliance with documentation deadlines. Accordingly, the biennial targets were met.

### Component 4
### Treasury services

*(a) Continued prudent stewardship of funds in line with the investment strategy through: (i) safeguarding principal of investments; (ii) ensuring adequate liquidity; and (iii) investment return*

875. Performance exceeded the benchmark on the United States dollar investment pool, with a rate of a return of 1.07 per cent compared with the benchmark of 0.60 per cent. This was achieved while meeting all the liquidity requirements of all clients. Funds were available to meet obligations 100 per cent of the time (biennial target: 100 per cent) and all items in the investment portfolio registered on-time receipt of principal and interest (biennial target: 100 per cent). The pool outperformed the market, while observing United Nations Treasury policies.

*(b) Improved efficiency, timeliness and security of the electronic payment system*

876. There were two cash loss incidents, of $6,000 and $200,000, and one incident of payment of a fee of $74,000 to recall a fund of $1.42 million in the case of a fraud alert. The biennial target was zero cash loss incidents. The Office achieved full implementation of the house bank structure in Umoja that allows for central oversight and visibility of all United Nations bank accounts on a daily basis, which provides the Organization with a clearer view of actual currency use, cash position and exposure to banks worldwide. This information permits the Organization to be more efficient in managing financial risks, such as currency exposure, counterparty credit risk and loss of currency devaluation. The new payment model reduces dependencies on bank proprietary payment systems and relies on a centralized SWIFT and SAP infrastructure for all payments. The United Nations had over 500 bank accounts, the number of which was reduced by approximately 200 as a result of the implementation of Umoja.

### Component 5
### Financial information operations

*(a) All critical Office of Programme Planning, Budget and Accounts systems are fully functional*

877. The Financial Information Operations Service met its biennial target of keeping the financial systems of the Office fully functional 99.9 per cent of the time. In addition, owing to the commitment of the Office to the implementation of Umoja, the Financial Information Operations Service continued to have approximately 20 per cent of its staff directly assigned to the Umoja team on their own posts, as "free" resources contributing to Umoja, while at the same time being required to continue to support all existing processes and systems support for Headquarters operations. In addition, Service took over support of a number of functions from the Umoja team as the project progressed to the next implementation phase of Umoja (Extension 2).

## Section 29C
## Office of Human Resources Management

**Highlights of programme results**

The Office of Human Resources Management developed new, and revised existing, administrative issuances in support of the implementation of the changes to the compensation package adopted by the General Assembly in its resolution 70/244, including those on the new unified salary scale and related dependency allowances; the mobility, non-family service and hardship allowances; the relocation entitlements, including the discontinuation of the non-removal element; the revised education grant scheme; the new threshold for the repatriation grant; eligibility for accelerated home leave; and the new mandatory age of separation applicable to all staff effective 1 January 2018. The Office also amended the Staff Regulations and Rules with respect to the revised education grant scheme and the increase in the mandatory age of separation to 65 for staff members recruited before 2014, as approved by the General Assembly in its resolution 72/254. The Office developed several mechanisms that strengthen the Organization's preventive action and response to sexual exploitation and abuse. The Office supported the attainment of a 90 per cent compliance rate by departments and offices for the 2016/17 e-performance cycle. Furthermore, the Office completed the first United Nations staff engagement survey, which garnered 14,622 responses out of 37,801 invited participants (37 per cent). It also offered two learning programmes aimed at strengthening the Organization's preventive action and response to sexual exploitation and abuse by United Nations personnel and sexual harassment and abuse at the workplace. The Office also implemented the decision of the General Assembly to reduce the standard posting period for job openings from 60 to 45 days in 2016. In support of the Organization's mandate to ensure gender parity, the Office played an instrumental role in the formulation, conceptualization and development of the United Nations System-wide gender parity strategy and is now in the process of supporting departments and offices in achieving parity at the Professional and higher levels. With respect to its mandate on duty of care, OHRM implemented a systematic health risk assessment methodology for duty stations, including a related health support planning method, and established a Secretariat oversight body for occupational safety and health.

### Challenges and lessons learned

The Organization's complex human resources policies and centralized processes have proven to be an impediment to faster decision-making and accountability in human resources management. In order to address this issue, the Office completed the mapping of the existing policy/regulatory framework and commenced work on the streamlining and simplification of all human resources policies. The Office has also completed an analysis of the current delegation of authority framework and developed a simplified framework to be embedded in a revised bulletin and administrative issuance for 2018. The entire staffing framework remains an area that requires additional improvements in order to meet the mandated 120 days to fill a vacant position and to ensure staff mobility that is aligned with the needs of the Organization and the career aspirations of staff. The Office has embarked on a review of the entire staffing process as it relates to the staff selection and the managed mobility systems, with the aim of returning to the General Assembly at its seventy-third session with a refined staffing process that is nimble and supportive of mandate implementation and caters to the various organizational priorities on gender parity and geographical representation. Simplified workforce planning and management, including effective performance management and staff development, aimed at addressing the challenges faced by the Organization are required to implement the complex mandates with which it is entrusted. In this context, the Office has completed a comprehensive Secretariat-wide learning needs assessment, with a focus on providing information on cross-cutting needs that support the execution of mandates and developing a new, agile performance management approach that incorporates management reform priorities and leverages results from the internal performance management diagnosis.

878. The above-cited results are based on the implementation of 95 per cent of 290 mandated, quantifiable outputs, compared to 92 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat increased from none in 2014–2015 to 34 in 2016–2017.

879. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 29C) and A/70/6 (Sect. 29C)/Corr.1).

### Executive direction and management

*(a) Improved human resources management, taking into account the Organization's needs and those of staff, to enable it to meet the mandates of Member States*

880. The Office issued 23 improvements (biennial target: 14) to the human resources management policies, including Secretary-General's bulletins, administrative instructions and information circulars, during the reporting period.

*(b) Programme of work is effectively managed*

881. The Office of the Assistant-Secretary-General for Human Resources Management continues to provide leadership, oversight and a vision for the strategic management of people and the reform of the human resources pillar. During the period under review, the Office delivered on its mandated outputs within the established deadlines. One hundred per cent of the reports of the Office were submitted to the legislative bodies on time. Building on past and current reform efforts, the Office will embark on developing an enhanced human resources management framework, for presentation to the General Assembly at the main part of its seventy-third session, that is founded on the three pillars of: (a) managing talent; (b) delivery of human resources services; and (c) supporting the shaping of the organizational culture.

### Component 1
### Policy

*(a) Improved and modernized human resources policies, including harmonized policies across the United Nations common system, are formulated*

882. The Policy and Conditions of Service Section developed or revised administrative issuances and information circulars related to the revised compensation package adopted by the General Assembly in its resolution 70/244. This included the discontinuation of the non-removal allowance, the introduction of a new mobility incentive (in lieu of the former mobility allowance), the non-family service and hardship allowances, the new unified salary scale and the related revised dependency allowances and rental subsidy, the introduction of a new education grant scheme and the new mandatory age of separation for all staff effective 1 January 2018. This process included extensive consultation with United Nations funds and programmes, including monthly meetings held to discuss best practices and operational challenges and to seek the alignment of the policies to implement the revised compensation package applicable to internationally recruited staff. In addition, clarifications on the interpretation and implementation of human resources policies were regularly provided to support the technical adjustments of the Umoja system that were required as the result of the changes to the compensation package, reducing the risk of inconsistency between the policies and their implementation in the system. In an effort to simplify the established regulatory framework and reduce the number of existing issuances, the Section initiated a holistic review in the latter part of 2017 and identified 82 obsolete administrative issuances, which were abolished by 31 December 2017.

*(b) Timely processing of appeals and disciplinary cases*

883. During the reporting period, all respondent's replies to appeals were filed in a timely manner. Action was initiated within 90 days for 99 per cent (biennial target: 85 per cent) of the disciplinary matters referred to the Office for action.

### Component 2
### Strategic planning and staffing

*(a) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff*

884. The representation of women in the Secretariat in regular budget posts in the Professional and higher categories increased from 46.75 per cent in 2015 to 48.74 per cent in 2017. Progress with respect to the percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges has not been made as expected. The young professionals programme is provided to nationals of unrepresented and underrepresented Member States. Despite efforts, the rate of placement of successful candidates for P-1 and P-2 positions in the Secretariat has been lower than expected, as the number of positions that became vacant at the P-2 level was lower than projected, owing in part to the abolishment of a number of P-2 positions in the programme budget for 2016–2017. The average number of days from issuance of vacancy announcements to the date of selection was 207 in 2016–2017.

*(b) Availability of reports to the Security Council, the General Assembly and other intergovernmental bodies to enable fully informed decisions*

885. All dynamic online reports on human resources information were made available to Member States through the HR Insight portal.

*(c) Increased efficiency and effectiveness of operations*

886. The human resources management scorecard continued to be enhanced to assist Departments in monitoring their specific progress on certain organizational indicators, such as gender and geographic representation. The scorecard provided updates on each entity's performance on a real-time or monthly basis. Ongoing guidance on delegated authority was provided to all entities.

*(d) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions*

887. The mobility and career development framework was implemented for the political, peace and humanitarian network and the information and telecommunications technology network. Progress was made in those job networks in facilitating moves, especially geographical moves and moves between family and non-family duty stations. During the biennium, three managed mobility exercises were conducted for staff members in the political, peace and humanitarian network and one managed mobility exercise was conducted for staff members in the information and telecommunications technology network. There were approximately 1,100 staff members who wanted to participate in the managed mobility exercises. After verification of eligibility, 333 staff members participated in exercises and 112 placement decisions were made. Not all approved placements resulted in movements, owing to visa issues, the downsizing of missions or funding challenges of offices after the start of the exercise. During the reporting period, movements of staff members in job networks for which the mobility and career development framework had not yet been implemented continued to be carried out under the current staff selection system and through reassignments within departments and offices.

### Component 3
### Learning, development and human resources services

*(a) Improved ability of current staff to implement mandates*

888. The Office increased the total number of learning activities for staff members to 85,704, against the target of 61,000. There has been a significant increase in training participation over the past two bienniums, which is a reflection of the focus on delivering learning through online workshops and the use of online learning libraries. Eighty-four per cent of staff reported in their e-performance documents that

they had completed the recommended five days of training per year (biennial target: 70 per cent). The Office has continued to implement the learning and career support strategy for 2014–2016, with a strong focus on increasing accessibility to learning via online tools. With most programmes, this has proven a successful approach. The level of satisfaction of trainees attending courses was 85 per cent, against the target of 70 per cent. The Office completed a learning needs assessment in 2017 which sets direction for learning priorities in 2018–2019.

### (b) *Improved career development and staff support*

889. The Office administered career development and staff support programmes for 9,949 staff (biennial target: 4,200). The sabbatical leave programme was streamlined, which allowed for an increased number of participants. Career counselling via Skype has been improved and now allows staff to schedule sessions in English, French and Spanish. The Office has continued its efforts to develop methods to increase flexibility to support staff in achieving a life-work balance. Tools have been improved or developed, including a web page and tool kit on flexible working arrangements, to support staff and managers in planning and availing themselves of those arrangements. The introduction of "speed mentoring" during the programme for junior Professional staff was positively received. According to survey findings, 92 per cent of staff members (biennial target: 90 per cent) recognized the positive impact of career development and staff support programmes

### (c) *Improved implementation of staff emergency preparedness plans and training programmes by departments/offices*

890. A total of 569 staff members have been trained and certified as family focal points and call centre volunteers (biennial target: 450). During the reporting period, the Emergency Preparedness and Support Team trained staff members in the United Nations Office at Vienna, UNMIK, UNTSO, UNSCO, UNRWA and UNDP (in Addis Ababa) to become family focal points and call centre volunteers. Since these staff volunteers contribute to the individual duty stations' capacity to respond to emergency events and to staff emergency preparedness, and the training is in high demand, the Team launched additional train-the-trainer sessions in 2016 at the United Nations Office at Nairobi.

### (d) *Enhanced credibility of performance management*

891. The Office enhanced the credibility of performance management by: increasing compliance with respect to the timely completion of performance appraisals to 90 per cent (biennial target: 88 per cent); increasing staff awareness about performance management and the need to comply with e-performance requirements on a timely basis; tracking and publishing data on departmental compliance with e-performance requirements, including deadlines for workplans, mid-point reviews and final appraisals; informing senior managers about their departmental compliance rates through weekly updates and periodic reports; developing a proposal for integrating indicators on managing performance and gender into e-performance documents for managers; integrating lessons learned from the internal system for the administration of justice into all training of programme managers, the HR Insight web pages and the global induction platform; revising the rebuttal guidelines and conducting training for human resources practitioners; and conducting focus groups of managers and a survey of human resources practitioners to update the Office's understanding of gaps in the performance management system.

## Component 4
## Medical services

### *(a) Reduction in preventable staff harm*

892. There were 646.4 work-related incidents that resulted in illness or injury, a reduction of 5.9 days (per 100 personnel for the year) of sick leave due to work-related incidents. The number of duty stations with an approved medical component in their mass casualty incident plans increased by 20. The figure of 5.9 days per 100 personnel for sick leave days related to work incidents is lower than projected. This is probably due to: (a) inaccurate data as the result of the management of the first 20 days of sick leave outside of the medical records systems; and (b) the lack of a mechanism in the electronic medical record system to capture explicitly those episodes of sick leave that are work-related. An occupational incident reporting system is under development, which will allow linkage of sick leave to occupational incidents, providing more accurate data, and reducing reliance on claims and long sick leave.

### *(b) Improved quality of United Nations health-care services*

893. The Medical Services Division implemented a range of initiatives aimed at improving the health and well-being of staff, reducing harm from workplace incidents and infectious diseases and improving the quality of care delivered to United Nations personnel. The Division provided Headquarters staff with a total of 37,801 clinical services, including 258 medical examinations, 659 medical consultations with physicians and medical consultants, 27,636 consultations with nurses and 9,248 immunizations. The Division promoted the breast cancer awareness walk, provided health advice and ergonomic assessments for 253 staff members on their workstations, provided ergonomic presentations for 103 staff members, addressed 6 environmental complaints, providing corrective measures in coordination with the facilities management system, and provided orientation on occupational health awareness for 234 new staff members. The Division provided professional and technical support and guidance for 38 United Nations clinics, 14 Chief Medical Officers and 7 medical teams in the offices away from Headquarters and the regional commissions. During the biennium, the level of satisfaction expressed by clients regarding services provided by Division improved to 97.4 per cent, and the level of satisfaction expressed by field medical staff regarding advice and support provided by the Division improved to 94.3 per cent.

### *(c) Reduction in health-related costs*

894. There was a reduction in the number of days of sick leave due to illness or injury and an increase in the number of medical evacuations. With Umoja now rolled out and the data cleansed, the quality of the data for these parameters has improved. A positive trend towards less average sick leave per staff member is indicated. Medical evacuations amounted to 16.2 per 1,000 staff members in 2016 and 12.3 in 2017, indicating a trend towards lower case numbers. It is likely that the target was not met because it was created in 2014, when data capture was not as complete as it is today. Medical evacuations can be authorized at the mission level without the Division being involved and with no record in EarthMed. Since EarthMed is now completely rolled out to all missions, it is likely that the evacuation figures for 2016 and 2017 are more accurate than the ones that were used to estimate the baseline in 2014.

## Section 29D
## Office of Central Support Services

**Highlights of programme results**

During 2017, the Office of Central Support Services promoted the continued efficient and effective functioning of the Secretariat and offices away from Headquarters and delivered a broad range of support services to meet the needs and satisfaction of the clients. The survey results demonstrated that 94 per cent of clients indicated that services were provided in a timely and satisfactory manner, which exceeded the target of 85 per cent and therefore reflected the quality of services provided by the Office overall. The Business Continuity Management Unit facilitated the successful implementation of the decentralized approach to business continuity management. The Facilities Management Section recorded improved quality and timeliness of the provision of services. The Travel and Transportation Section achieved savings stemming from negotiated airline discounts and an increased percentage of tickets purchased two weeks in advance. The Archives and Records Management Section reported that the capacity for digital records management had been enhanced. The software for the mail and pouch services was upgraded to allow real-time mail and pouch tracking. The total number of vendors from developing countries and countries with economies in transition that participated in the United Nations procurement process increased from 1,938 in the biennium 2014–2015 to 3,865 in the biennium 2016–2017, exceeding the target of 1,000.

**Challenges and lessons learned**

Training in contracts management and acquisition planning has been rolled out by the Procurement Division. The Procurement Training Campus continues to facilitate the training of staff through online courses. An area for improvement relates to the completion of the training in contracts management by contract managers at Headquarters and in offices away from Headquarters. The material master catalogue as the means of managing property in the Secretariat needs to be stabilized by conducting training for property managers. One of the challenges faced by the Office relates to record-keeping in Umoja and the admissibility of digital transactions and preservation or disposal of records. The Archives and Records Management Section is preparing a road map toward a strategic plan to take an enterprise approach to respond to this issue. The implementation of the decentralized approach to business continuity management requires that guidance and training be provided on a regular basis because of the high turnover of focal points.

895. The above-cited results are based on the implementation of 62 per cent of 13 mandated, quantifiable outputs, compared with 100 per cent in the previous biennium. A relatively lower rate of implementation of mandated outputs was mainly due to the termination of five recurrent publications, which were replaced by a crisis management plan under the responsibility of the Department of Safety and Security (see para. 73 above). No additional outputs were implemented at the initiative of the Secretariat during 2014–2015 and 2016–2017.

896. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 29D)).

**Executive direction and management**

*(a) Programme of work is effectively managed*

897. The Office of Central Support Services exceeded its goals in ensuring efficient and effective support for substantive programmes in the areas of procurement, facilities management, archives, mail operations, records management and the management of commercial activities. The survey results demonstrated that 95 per

cent of clients indicated that services were provided in a timely manner, exceeding the target of 85 per cent.

*(b) Increased timeliness of submission of documentation*

898. In 2016, five out of six reports, or 83 per cent, were submitted by the required deadline (biennial target: 80 per cent). In 2017, 12 out of 15 reports, or 80 per cent, were submitted by the required deadline.

### Subprogramme 4
### Support services

#### Component 1
#### Facilities and commercial services

*(a) Enhanced quality and timeliness of facilities services*

899. During the biennium, the quality and timeliness of facility management services were enhanced. A total of 89.5 per cent of the respondents to a client survey were satisfied with the services provided. The total number of completed service requests was 19,037, and 77 per cent of the requested services were provided in a timely manner based on established turnaround time.

*(b) Improved management of overseas facilities*

900. The Office promoted an incremental recapitalization approach to capital maintenance, in lieu of a reactive approach. The guidelines for the management of construction projects for offices away from Headquarters continued to be referenced in the initial planning phases of new (or proposed) projects. By the end of the biennium, 85 per cent of the duty stations had submitted standardized capital maintenance programmes (biennial target: 90 per cent).

*(c) Operation of a property management system that is fully IPSAS-compliant*

901. The Office continued to provide support and guidance on property and fixed-asset management activities across the Secretariat. Support was provided to assist field operations in the transition from managing property records in Galileo to Umoja by updating and extending the Umoja material master catalogue to incorporate property materials and items needed in field operations. The framework is fully compliant with the new financial and reporting requirements and is in line with the Umoja integration solution adopted by the Organization.

*(d) Savings achieved in travel costs for the Organization*

902. The Office successfully negotiated 27 airline agreements with major and regional airline carriers. Savings of 12.1 per cent were achieved, against the target of 21 per cent, through a combination of negotiated airfare discounts and advance purchase of air tickets. A compliance rate of 27.2 per cent was achieved for advance purchase of tickets at Headquarters against the biennial target of 55 per cent. In the area of United Nations travel documents, 35,000 non-electronic United Nations laissez-passers were recalled for destruction, in compliance with ICAO standards, and e-UNLP cryptography was updated to be in compliance with ICAO and ISO specifications. In the area of transportation operations, the electronically enhanced driver's permits system continued to be managed and monitored for compliance with host country traffic laws. In addition, a new contract for the provision of maintenance and repair services for equipment at United Nations Headquarters and a new contract for supply and desktop delivery of photocopy paper at Headquarters have been successfully established.

*(e) Improved efficiency and accountability through long-term management of and accessibility to authentic digital business records, archives and information*

903. The advisory services of the Archives and Records Management Section supported the deployment by the Office of Information and Communications Technology of an electronic record-keeping system.

904. The Section delivered services and support in 1,226 instances to 133 work units and offices across all departments and offices away from Headquarters, conducted a gap analysis of all records and information management policies, procedures and guidance, and set up a plan for revision and update when necessary. As at 31 December 2017, the Section had achieved its target of 40 offices that had implemented the enterprise documents management solution (Unite Docs). The Section delivered on-site training to more than 100 staff at United Nations Headquarters, in particular staff from offices that were moving to flexible workspace in the last quarter of 2017. In order to expand public access to United Nations archives, the Section digitized over 800,000 pages of the Secretary-General's archives and 400,000 pages of archives of the United Nations Compensation Commission.

*(f) Enhanced timeliness and reliability of mail and pouch services*

905. Continuing efforts were made to enhance the timeliness and reliability of mail and pouch services. In keeping with the evolving shipping and tracking technology, the shipping and tracking system was upgraded. With the upgraded version, participating offices away from Headquarters now have the capability to ship packages, including diplomatic pouch, using their contracted couriers. A further enhancement was completed in June 2017: tracking assistants were provided with wireless capability to allow real-time mail and pouch tracking. Test letters and packages were periodically injected into the mail and pouch shipments to monitor the timeliness and reliability of service. Surveys were conducted on an annual basis to obtain client feedback to further improve the mail and pouch services. Survey results showed that 98 per cent of clients rated the services "satisfactory". The courier service was deemed reliable and reached its target of a 90 per cent on-time delivery rate.

### Component 2
### Procurement services

*(a) Procurement services that fully meet the requirements of the acquisition plan*

906. The percentage of survey respondents expressing satisfaction with procurement services changed from 99.1 per cent in 2014–2015 to 96.7 per cent in 2016–2017 (biennial target: 98.5 per cent). The Procurement Division achieved an average processing time of 7.2 weeks between the creation of the solicitation instrument and the procurement award, which is lower than the 2014–2015 actual performance of 18 weeks and the 2016–2017 target of 17 weeks. In addition, through effective debriefing of unsuccessful suppliers (67 sessions were held in 2016–2017), the Division limited the number of vendor complaints submitted to the Award Review Board to two cases; 2.9 per cent of the vendor complaints were submitted to the Board.

*(b) Enhanced level of international competition*

907. As the result of a collaborative exercise involving staff from various United Nations offices and locations under the guidance of the Procurement Division, the number of vendors from different regions of the world eligible to be invited for tendering increased to 43,088. This number represents those vendors that are registered on the United Nations Global Marketplace and synced with Umoja.

*(c) Improved compliance with procurement policies, procedures and best practices*

908. The strengthening of internal controls through measures such as enhanced training and professionalization, compliance reviews and the timely implementation of oversight recommendations has resulted in improved compliance with procurement policies, procedures and best practices and a corresponding reduction in the number of adverse audit findings regarding the procurement function. There were 12 recommendations issued by OIOS and 18 audit recommendations issued by the Board of Auditors during the biennium. The number of findings and corresponding recommendations implemented was less than the target (35) owing to the ongoing efforts of the Procurement Division to develop and enhance its internal controls in compliance with the Procurement Manual, the Financial Regulations and Rules and other United Nations procedures, as well as to incorporate the observations made by external oversight bodies, and the Division's mandatory training for all procurement staff.

*(d) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement*

909. The total number of vendors from developing countries and countries with economies in transition that have participated in the United Nations procurement process increased from 1,938 in the biennium 2014–2015 to 3,865 in 2016–2017 (biennial target: 1,000). The Division attributes this achievement to the successful conduct of business seminars in developing countries and countries with economies in transition, as well as the use of Umoja as the United Nations Secretariat's centralized enterprise resource planning programme, which enables efficient identification of eligible vendors.

### Component 3
### Business continuity

*(a) Enhanced capacity to respond to disruptions and crisis events*

910. The Office facilitated the successful implementation of the decentralized approach to business continuity management, increasing the accountability of individual heads of departments and offices. The new approach requires that the recovery of most essential time-critical services be initiated within minutes (staff safety and security and communication) or within hours (support to field operations). All departments and offices contributing to the continuity of the essential and time-critical business services are well prepared to meet the new standards set by senior management. The Office provided orientation sessions for departmental focal points on how to apply the maintenance, exercise and review scheme of the policy on the organizational resilience management system. Members of the Emergency Operations Centre conducted a functional test at the second alternate site of the United Nations system in New York, and reported the success and lessons learned to the Crisis Operations Group. As in earlier years, United Nations Headquarters was successful and started the required recovery processes much earlier than the required 24 hours after a disruptive incident. Those involved in crisis management governance received the required orientation sessions in 2016 and 2017.

## Section 29E
## Office of Information and Communications Technology

**Highlights of programme results**

In close collaboration with stakeholders, progress was made in leveraging technology to support the work of the United Nations. The fourth International User Group Meeting for goAML, a suite of applications enabling Member States to combat money-laundering and the financing of terrorism, was organized. The Office of Information and Communications Technology made progress in the development of data analytic tools to inform policy decisions of Member States. Twenty standards-compliant solutions were delivered by the Office during the biennium, including common solutions for field missions. The Office implemented a 10-point action plan to strengthen information security and continued to strengthen its capacity to support global information security requirements. The deployment and upgrading of security infrastructure components to prevent and respond to cyberattacks is in progress, increasing the capability to effectively monitor ICT assets and data and address attempted intrusions and policy violations. Providing round-the-clock support, the Unite Service Desk established a unified help desk that serves as the single point of contact for the troubleshooting of enterprise applications. The Office made a considerable effort to harmonize and standardize global broadcasting and conferencing services at United Nations Headquarters and in the field, fully integrating the Broadcast and Conference Support Section and creating a video network operations centre in New York.

### Challenges and lessons learned

Continued fragmentation threatens to stall the consolidation and outsourcing of ICT, hampering the realization of improved efficiency, simplification and devolution of authority. Essentially, the Organization needs to leverage technology as a catalyst and a strategic enabler. Information security continues to be a significant priority for the Organization, and without full compliance and central control, the United Nations continues to be exposed to harm. While the information security governance framework was established to institute effective and accountable information security management throughout the Secretariat, with the Chief Information Technology Officer as the central authority, the mechanisms to enforce the authority are weak, thereby posing challenges for the timely and consistent enforcement of information security framework objectives and requirements Secretariat-wide.

911. The approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 29E)).

### Executive direction and management

*(a) Programme of work is effectively managed*

912. The Office of Information and Communications Technology continued to provide centralized leadership and oversight of ICT activities, resource management, standards, security, architecture, policies and guidance in the Secretariat, in particular with respect to activities related to field operations (biennial target: 100 per cent). As part of the effort to monitor risk for ICT programmes, the Office incorporated risk assessment for all strategic projects. In addition, the communications and outreach unit identified global ICT focal points to share information, success stories, and upcoming news with stakeholders throughout the Secretariat and the ICT community. The Office provided increased support in the areas of strategic enterprise ICT initiatives through its Enterprise Project Management Office (biennial target: 100 per cent).

*(b) Enhanced policy coherence in the management of the information and communications technology activities of the United Nations Secretariat and the United Nations common system*

913. There has been positive and productive collaboration among entities throughout the Secretariat and the United Nations system in the development of policies and the sharing of contracts, services and standards, notably between the Office of Information and Communications Technology and the Department of Field Support. The Office carried out 15 global activities in collaboration with offices away from Headquarters and regional commissions (biennial target: 15). Activities included regular meetings of the Architecture Review Board, the issuance of information security notifications to provide guidance for responding to global threats, the global blacklisting of domains, sites and IP addresses in response to targeted threats and/or attacks and a dashboard for the monitoring of global compliance with minimum security requirements for systems and applications managed by departments and offices. Progress was made in consolidating shared procurement needs, leading to the establishment of new global systems contracts and a Contracts Management Unit. Ad hoc procurement actions have either already been completed or are under way to establish global systems contracts for ICT equipment, voice, data and hosting cloud services, and enterprise software development and applications services that are accessible to multiple users in several locations across the Secretariat. Working closely with Secretariat ICT units, the Office has developed and issued a comprehensive body of policies that cover a range of ICT management topics. The Architecture Review Board continuously reviews and updates the list of ICT standards.

### Subprogramme 5
### Information and communications technology strategic management and coordination

**Component 1: technology management structures**

*(a) The United Nations is in full compliance with ICT policies, procedures and guidelines, established processes and frameworks related to ICT governance*

914. One hundred per cent of Organization-wide models and frameworks that together constitute effective technology management structures were in place (biennial target: 100 per cent).

*(b) Establishment of technology services, infrastructure and systems that are aligned with standards and architecture*

915. During the biennium, the Office of Information and Communications Technology moved three enterprise applications to the Enterprise Data Centre in New York and has now achieved full coherence of technology management structures (biennial target: 100 per cent). All new solutions have been designed in accordance with the architectural and technology standards of the Office and in compliance with information security requirements. Technology standards are reviewed on a regular basis, and newly deployed systems are reviewed for compliance with standards prior to deployment, including those related to information security.

**Component 2: alignment of technology with the core work of the United Nations**

*(a) Development of ICT services to better facilitate the work of Member States*

916. By the end of the biennium, the Office had fully met the target of developing tools to facilitate the work of Member States, and Member States were fully satisfied with ICT services. This was achieved through the provision of such services and tools

as websites of the permanent missions of Member States (www.un.int), the cross-cutting search engine (https://search.un.org), modelling tools for sustainable development policies and the Unite Ideas crowdsourcing platform (https://unite.un.org/services/unite-ideas). As part of the Office's efforts to increase the adoption by Member States of ICT tools, Unite Connections (https://connections.unite.un.org) has been implemented to support collaboration. Furthermore, the Office organized the fourth International User Group Meeting for goAML, a suite of applications enabling Member States to combat money-laundering and the financing of terrorism (biennial target: 100 per cent).

*(b) Development of ICT programmes, services and infrastructure that facilitate the core work of the United Nations*

917. By the end of the biennium, the Office had achieved 95 per cent progress, particularly with respect to the increased number of technology strategies that are subordinate to the United Nations ICT strategy (biennial target: 100 per cent). This was achieved though active collaboration and alignment of strategies and priorities with Secretariat entities working on peace and security, development, human rights and international law. This resulted in the development of tools to inform policy decisions among Member States, enabling a multidimensional analysis of development across economic, social and environmental factors, such as the modelling tools for sustainable development policies established in collaboration with the Department of Economic and Social Affairs, the initial versions of the internal displacement event-tagging extraction and clustering tool, the cybersecurity strategies explorer and the science and technology matcher engine.

*(c) Implementation of communication strategies for ICT programmes within the Secretariat*

918. During the biennium, the Office of Information and Communications Technology coordinated with the offices away from Headquarters, the regional economic commissions and Secretariat offices and departments in the development of 100 per cent of their innovative ICT solutions (biennial target: 100 per cent).

**Component 3: analytics and business intelligence**

*(a) Delivery of the technical components of analytics and business intelligence through the ICT service delivery framework, in particular through the enterprise applications centres*

919. One hundred per cent of standards were established for analytics and business intelligence systems and data to ensure access to and the integrity of information for informed decision-making across United Nations programmes (biennial target: 100 per cent). Those standards relate to a wide range of business needs and use scenarios, serving administrative purposes as well as substantive requirements. There was a 25 per cent reduction in the use of non-standard analytics and business intelligence software (biennial target: 25 per cent). Legacy systems have been migrated into standard technologies, such as SAP HANA.

*(b) Establish full visibility and governance of all analytics and business intelligence activities*

920. In collaboration with partners, the Office of Information and Communications Technology achieved progress in establishing business intelligence governance mechanisms based on industry standards and practice, including for Umoja, thereby meeting the goal for the biennium (biennial target: 50 per cent). This was achieved by facilitating regular meetings of the global business intelligence community, which

led to the adoption of common best practices, knowledge-sharing and collaboration. The Office developed a concept for a revised finder structure in the Umoja business intelligence platform, including adaptation of business intelligence roles to improve governance. The Office also established a framework for the classification of business intelligence reporting requests according to varying levels of governance and user flexibility.

921. The Office further consolidated global data sources to support the delivery of quality data, reaching the goal set for the reporting period (biennial target: 50 per cent). In view of the maturity of the Umoja business intelligence platform, data management has been further concentrated in the SAP data warehouse. Common data sources were established to service different outputs, such as business intelligence reports and management dashboards. The Office also built additional capacity for the use of data visualization across Secretariat entities. A website (https://unite.un.org/bi) was developed to serve as a reference tool for reporting demand and supply. Moreover, a complete analysis of data elements in the Umoja data warehouse was conducted.

*(c) Effective analytics and business intelligence capabilities related to Umoja*

922. The Office of Information and Communications Technology estimated progress of 80 per cent towards the establishment of a process to use analytics and business intelligence solutions to facilitate access to all information contained in Umoja to support effective, informed decision-making (biennial target: 100 per cent). Regular meetings of the global business intelligence community provided a common understanding and knowledge of the use and functioning of the Umoja business intelligence platform. Moreover, close integration between Umoja business intelligence data and data visualization platforms increased the effective use of Umoja data. The Office delivered more than 100 Umoja business intelligence reports and management dashboards, closing gaps in reporting needs. Reporting from the Umoja business intelligence platform is provided and controlled in a centralized manner. The Office, while following common governance mechanisms, facilitated centralized and controlled access to the Umoja data warehouse by restructuring the business intelligence folders, which improved the management of reports and increased control by business users.

### Component 4: application and website development and support

*(a) Provide enterprise applications to eliminate the need for local solutions*

923. During the biennium, 20 additional common, standards-compliant solutions were delivered by the Office of Information and Communications Technology including common solutions for field missions, in cooperation with the Department of Field Support (biennial target: 46). In addition, the Office implemented the iNeed global catalogue and services in all peacekeeping missions and other entities, such as the United Nations Joint Staff Pension Fund and the United Nations Office at Nairobi. The Office also implemented Unite Self-Service for ESCWA, UNIFIL, UNMOGIP and MINUSMA and developed a new financial disclosure system for reviewers and filers. During the biennium, the Office developed the physical security assessment and e-travel adviser mobile applications to strengthen the safety and security of United Nations system personnel. The infrastructure for the legacy application, the Integrated Management Information System, was reduced by 70 per cent in 2017 as part of its decommissioning. In addition, Galaxy was decommissioned during the reporting period.

*(b) Harmonize the technology landscape and reduce fragmentation by lessening the number of applications and websites throughout the United Nations*

924. The three Enterprise Applications Centres of the Office of Information and Communications Technology have been working in coordination with all United Nations departments and field missions to continue to reduce the number of duplicative and legacy applications. By leveraging standard enterprise platforms and common solutions, the Office facilitated the retirement of 770 applications globally (biennial target: 250). The application interface profile technical procedure governing the request and provision of technical interfaces between Umoja and legacy systems has been operational for over 18 months. As at 31 July 2017, 54 interfaces were in operation for 12 different Secretariat entities. Globally, 13 departments moved to the new correspondence module in Unite Docs. The Office decommissioned many Lotus Notes-based applications, moving to enterprise applications (e.g. Unite Docs and Unite Connections).

925. In 2016–2017, the Enterprise Applications Centre in New York assisted several United Nations offices and departments in migrating their legacy public websites or establishing new public websites on the Office's standard web content management platform (Unite Web). A total of 16 new public websites were delivered on Unite Web during the reporting period. As part of the ongoing harmonization and analysis of websites, the Centre verified the United Nations website inventory. Outreach communications were sent to all departments requesting that they review their websites to ensure compliance and remove obsolete sites that were not hosted by the Office. To facilitate this work, the Office has added public websites to its global application and website repository for ongoing tracking and compliance. The Office, in coordination with the Department of Public Information and the Department for General Assembly and Conference Management, has established and propagated website standards and governance to ensure that public-facing websites are compliant in the areas of technology, security, branding, accessibility and multilingualism. With enhanced governance in place, the Office expects ongoing improvement in this area (biennial target: 150).

*(c) Increase compliance with technology standards, guidelines and methodologies as well as with ICT policies and enterprise architecture through the service delivery framework*

926. The Enterprise Applications Centres continue to work closely with application owners to increase the number of enterprise solutions complying with technology standards, guidelines and methodologies. By the end of 2017, about 78 per cent of enterprise solutions were fully compliant with technology standards, guidelines and methodologies (biennial target: 100 per cent).

*(d) Improve human resources information systems*

927. Ten Inspira releases closely supporting recruitment, performance management and learning (biennial target: six) were delivered. The enhancements were in alignment with such initiatives as the reform and gender parity strategies. The Office of Information and Communications Technology achieved the milestone of 600,000 online learners in the areas of the Sustainable Development Goals, ICT for development, water, energy, climate, oceans, urbanization, gender, environmental economic accounting, procurement, peacekeeping logistics and safety and security.

### Component 5: strengthening information security

#### *(a) Implement the information security framework endorsed as part of the ICT strategy*

928. The Office of Information and Communications Technology achieved an 80 per cent increase in the number of security updates deployed (biennial target: 75 per cent). The Office strengthened its capability for the monitoring of ICT assets through the deployment of intrusion detection services to 11 major locations, covering approximately 50 per cent of relevant traffic, as well as the monitoring of disparate security events, covering about 10 per cent of such events, with the two factors combined resulting in the Office increasing its capability by 20 per cent (biennial target: 25 per cent). The Office increased by 40 per cent the number of processes in place to review and validate security controls for enterprise applications and websites (biennial target: 50 per cent). A process is in place for enterprise applications, and a procurement action to secure relevant specialized services for industrial control systems is ongoing. The Office assessed 75 per cent of the Organization's security infrastructure components (e.g. intrusion detection systems, Internet access filters, email filters and firewalls) (biennial target: 75 per cent) to prevent, detect and respond to cyberattacks.

#### *(b) Implement the 10-point action plan approved by the General Assembly in its resolution 68/247 A to strengthen information security across the United Nations*

929. Secure workstation configurations were deployed across 90 per cent of the Secretariat (biennial target: 90 per cent). The Office of Information and Communications Technology implemented a 10-point action plan to strengthen information security and continued to strengthen its capacity to support global information security requirements. The deployment and upgrading of security infrastructure components to prevent and respond to cyberattacks is in progress, increasing the capability of the Office to effectively monitor ICT assets and data and address attempted intrusions and policy violations. The security of United Nations websites and applications continues to be assessed at an increasing rate to ensure that risks are identified and mitigated in a timely manner. More than 100 websites and applications were so assessed. In addition, to establish a more sustainable and longer-term approach to information security, work continued to be carried out to broaden the scope and transform the short-term initiatives of the action plan, which was designed to address the most urgent shortcomings, into ongoing programmatic long-term activities.

#### *(c) Strengthen disaster recovery capacity*

930. The Office of Information and Communications Technology met its biennial target, increasing by 70 per cent the number of disaster recovery mechanisms, procedures and plans that are documented and tested for all critical enterprise applications and systems. Disaster recovery testing was completed and assessment is ongoing. Plans are available and tested for five SQL server platforms (three SQL servers hosting clusters, Unite Mail and Unite Docs) and two Oracle platforms (Unite Identity and Unite Service Desk). As new systems are commissioned, those that are "mission critical" will have appropriate disaster recovery plans and infrastructure in place.

#### *(d) Establish Secretariat-wide accountability and management of information security, with the Chief Information Technology Officer as the central authority*

931. The Office of Information and Communications Technology has met its biennial target of the full establishment of an information security governance framework to institute effective and accountable information security management throughout the

Secretariat, with the Chief Information Technology Officer as the central authority (biennial target: 100 per cent). The Secretary-General's bulletin on the organization of the Office (ST/SGB/2016/11) was promulgated.

### Subprogramme 6
### Information and communications technology operations

#### Component 1: enterprise hosting

*(a) Consolidation of enterprise applications from New York, offices away from Headquarters and regional economic commissions to the Enterprise Data Centre in Valencia*

932. The Office of Information and Communications Technology transferred 90 per cent of the existing enterprise applications from New York to the Enterprise Data Centre in Valencia, Spain (biennial target: 100 per cent). Major systems such as Umoja, iNeed, domain name services, directory services, Unite Identity, Exchange/ Office 365 hybrid, email security gateways, shared database farms, Unite Docs, EarthMed, Cosmos, call operations management and electronic tracking and the Field Support Suite have been moved to the enterprise data centres. Unite Connections, however, has not been transferred yet, as it is being evaluated for replacement by Microsoft Office 365 solutions. Two applications, the Budget Information System and the Traveller Identification Programme, are being replaced by other solutions. Regional technology centres and enterprise applications centres have undertaken an analysis of all applications from the offices away from Headquarters and regional commissions and identified a strategy for their consolidation. More than 700 applications were decommissioned. Further consolidation was achieved by migrating 33 Lotus Notes email systems in to one cloud-based system.

*(b) Harmonization of dispersed server rooms and data centres into regional and enterprise data centres and migration from physical to virtual servers*

933. The Office of Information and Communications Technology met its biennial target of decreasing by 40 per cent the overall number of physical servers through further virtualization, moving email services to the cloud and decommissioning applications.

#### Component 2: network consolidation (multi-protocol label switching)

*(a) Transition of regional networks to a single integrated, centrally managed network*

934. The Office of Information and Communications Technology achieved its biennial target of a 100 per cent reduction in the number of disparate networks through the migration of existing regional networks to a global network based on centrally endorsed standards and industry best practices. All Secretariat links were migrated to a single United Nations network, consisting of satellite links for peacekeeping missions where terrestrial lines are not available and terrestrial lines for other peacekeeping missions, Headquarters, offices away from Headquarters and regional economic commissions.

*(b) Reduced network downtime resulting from structured network and security monitoring across the enterprise network*

935. In 2016–2017, overall network availability exceeded 99.8 per cent (biennial target: 99.8 per cent).

### Component 3: enterprise service desk

*(a) Improved capability of the Secretariat to provide around-the-clock global support for enterprise applications*

936. The Office of Information and Communications Technology doubled the number of enterprise applications supported by the Unite Service Desk, exceeding the target of a 15 per cent increase set for the biennium. Providing around-the-clock support, the Unite Service Desk established a unified help desk to serve as the single point of contact for the troubleshooting of enterprise applications, handling more than 300,000 service requests in 2016–2017 and reaching a first-level resolution for incidents of 78 per cent (biennial target: 75 per cent). User satisfaction with support provided by Unite Service Desk was 86 per cent (biennial target: 75 per cent).

*(b) Harmonization and streamlining of service desk procedures, processes and technology platform across the United Nations Secretariat*

937. The Office of Information and Communications Technology achieved its biennial target of reducing by 50 per cent the number of local help desks throughout the Secretariat. With the introduction of the Unite Service Desk, many local service desks either ceased to exist or focused on providing local ICT support for their clients. The Unite Service Desk is fully established, with the goal of consolidating, harmonizing and continuously improving support activities for global applications and services. Core support processes (i.e. incident management, request fulfilment and problem management) are established according to the Information Technology Infrastructure Library framework. Noticeable successes were achieved in implementing "Contact us" pages, which led to a considerable reduction in the number of tickets created.

### Component 4: mainstreaming Umoja

*(a) Validation of the level of resources required to support Umoja in the mainstreaming phase*

938. The Office of Information and Communications Technology documented 50 per cent of the requirements for successful Umoja mainstreaming, which were validated by the ICT governance bodies covering technical, financial, and human resources areas (biennial target: 100 per cent). Umoja mainstreaming is ongoing, and final estimates will be available as Umoja Extension 2 progresses.

*(b) Achieve effective operation and ongoing support of the Umoja application through a phased approach to mainstream into the Office of Information and Communications Technology*

939. The Office of Information and Communications Technology achieved the completion and approval of a project charter/business case, including the scope, risks, timeline and milestones to be achieved, for the successful implementation of three phases (biennial target: 100 per cent). The Office has successfully implemented the approved phase 1 and 2 plans for the mainstreaming of Umoja.

### Component 5: broadcast and conference support

*(a) Wide-scale adoption of up-to-date technology and staffing solutions, promoting global synergies and efficiencies for the delivery of broadcast and conference services, meetings and virtual meetings (video and audio teleconference) under the authority of the Office of Information and Communications Technology*

940. All standard operating procedures, service descriptions, workflow descriptions, tasks, job descriptions and technological standards were documented and made available to all requesting entities (biennial target: 100 per cent). Considerable efforts

were undertaken to harmonize and standardize global broadcasting and conferencing services at Headquarters and in the field, fully integrating the Broadcast and Conference Support Section and creating a video network operations centre in New York. The number of duty stations providing global bridge facilities in the Secretariat were reduced to three: Valencia, providing global support with a strong emphasis on field operations; Geneva, providing global support with a strong emphasis on Secretariat entities based in Europe; and New York, providing global support with a strong emphasis on supporting the Secretary-General and New York–based entities (biennial target: 100 per cent). The co-location of videoconferencing support within the video network operations centre reduced the number of distinct entities providing such services. Within the operational sphere, documents representing best practices and standard operating procedures have been updated or created, including documents relating to videoconference booking, best practices and security considerations, as well as a standardized template for key performance indicators. On technological harmonization, the Department of Management, the Department of Field Support, the United Nations Office at Geneva and ECLAC have adopted a global videoconference management approach.

*(b) Wide-scale provision of technology to the Secretariat, permanent missions and delegations allowing for the use of a single sign-on or digital identification card for multiple authentication and identification purposes, including participation and identification in meetings, either in person or virtually, and accessing searchable audio and visual recordings of meetings*

941. During the biennium, in collaboration with Secretariat stakeholders, the Office of Information and Communications Technology increased the instances in which authentication, including control of access to digital assets, was used with respect to audiovisual and conference support services for intergovernmental meetings requiring such services as interpretation, in-room delegate signage, in-room computer display, audiovisual recording and transmission to broadcasters and the United Nations website from 27,062 in 2014–2015 to 28,356 in 2016–2017. The technology for the use of a single sign-on or digital identification card for the Secretariat for the use of conferencing equipment and for the conference rooms is fully in place (biennial target: 100 per cent). A total of 21,966 meetings were provided with technological services for in-room audio amplification and speaker image magnification, delegate signage and recording. In addition, with respect to the establishment of globally standardized staffing responsibilities, electronic meetings governance practice, digital recording dissemination and access control, harmonized by a single digital mechanism technology, the Office estimated its progress to be 50 per cent (biennial target: 100 per cent). During the biennium, the Broadcast and Conference Support Section developed for global stakeholders a series of documents representing best practices and standard operating procedures for broadcasts and conferences in New York, created or updated documents relating to videoconference booking, best practices and security considerations, and created a standardized template for key performance indicators and standard practices for booking, billing and staff management in respect of videoconferences. In the area of videoconference management, the Office enhanced technological harmonization through the adoption of a global approach to technology resources, including through the sharing of traffic management tools, within such entities as the Department of Management, the Department of Field Support, the United Nations Office at Geneva and ECLAC.

*(c) Provision of effective support for meetings, including virtual meetings and events at the United Nations, including automation and self-operation modes, as appropriate*

942. Half of the technological standards, governance mechanisms and standard operating procedures in broadcasting and conferencing were endorsed by the

Architecture Review Board and promulgated by the Chief Information Technology Officer (biennial target: 100 per cent). For instance, the media asset management system recorded 304,906 hours of meetings, conferences and events in searchable audiovisual formats in six languages, and the Broadcast and Conference Support Section supported 10,180 videoconferences and 12,966 requests from clients during the biennium.

## Section 29F
## Administration, Geneva

### Highlights of programme results

The United Nations Office at Geneva automated and enhanced its standard administrative processes, which led to its meeting the biennial targets with respect to both Umoja stabilization efforts and the optimization of Umoja-based operations. The related lessons learned and process improvements were integrated into daily operations to achieve efficiency with respect to current administrative policies. The Office also initiated improvements in its provision of services by focusing on customer relationship management. Through the adoption of Unite Self-Service and the design of a new administrative catalogue of services, the Office successfully piloted the new service provision channel, replacing obsolete paper processes and cumbersome email communications. The Office also initiated a collaboration with the Umoja team to formalize the process for collecting and structuring Umoja data into the SAP HANA business intelligence platform to facilitate reliable reporting of key operational indicators for managerial decision-making. The Office continued to support work on the future service delivery model for the United Nations Administration, making available key resources and expertise, including by participating directly in the initial set-up of the global service delivery model project team. Major contributions were made in the initial organization of team tasks and structure, as well as in the detailed work of the group on customer relationship management for the design of the global service delivery model catalogue of services. In addition to the projects for which the biennial targets were successfully met, works funded by voluntary donations of Member States and other donors were commissioned, such as the full renovation of conference room XIX, the restoration of the Celestial Sphere sculpture and the installation of charging terminals for electric vehicles. The Buildings and Engineering Section supported the strategic heritage plan project, providing critical advice on various aspects. The Library maintained its focus on engaging users, encouraging them to utilize its e-resources and digitized documents and archives for their research and analysis, providing efficient services through a global network of information resources.

### Challenges and lessons learned

Efforts to establish key performance indicators and metrics to accurately measure the volume, efficiency and quality of services have shown how much work is still required to use the wealth of information offered by Umoja, as well as the potential for integration with other enterprise systems, such as Inspira and iNeed. Greater effort and determination are required to support managerial decision-making. The Buildings and Engineering Section will continue to closely monitor areas in which installations are at risk of failure. Sufficient funding is needed for maintenance work in order to maintain the reliability of equipment and its capacity to perform the required services.

943. The above-cited results are based on the full implementation of five mandated, quantifiable outputs. There were no additional outputs implemented at the initiative of the Secretariat in 2014–2015 and 2016–2017.

944. The approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 29F) and A/70/6 (Sect. 29F)/Corr.1).

**Executive direction and management**

*(a) The programme of work is effectively managed*

945. All workplans of the Division of Administration were implemented in a timely manner so as to continue the improvement of management and administration at the United Nations Office at Geneva, with the goal of achieving greater efficiency and effectiveness of operations (biennial target: 100 per cent). The Office successfully coordinated administrative responses to external and internal oversight bodies, such as the Board of Auditors, the Joint Inspection Unit and the Office of Internal Oversight Services.

*(b) Improved resource planning management capability of the Organization, enabling an integrated and coordinated approach to financial controls, human resources systems, supply chain management, reporting and consolidated decision-making*

946. The United Nations Office at Geneva led a peer review with the United Nations Office at Nairobi, ESCAP, UNEP and the Office for the Coordination of Humanitarian Affairs in Geneva to document all of the Umoja system, policy and process issues. The Umoja Post-Implementation Review Task Force produced 63 high-level recommendations, with the primary goal of resolving backlogs introduced by the deployment of Umoja. For example, the Office reduced payroll advances to 1 per cent of the population, outstanding banking instruction requests from 350 to about 30, payment exceptions from 500 to about 100, the number of days to process a medical claim to 2.4 and the average number of days to approve a travel request to 0.41 (global average 2.33 days). Those results were achieved for a large volume of operations supporting 6,000 users globally. The Office worked on simplifying its procedures where allowed by policy, rationalizing its service offerings and optimizing the support process. The Office completed work on this indicator in 2017, achieving its target of 100 per cent of standard administrative processes being automated or enhanced in the context of Umoja.

*(c) Enhanced cooperation with other organizations of the United Nations common system in Geneva*

947. The Common Procurement Activities Group, collaborated on more than 27 procurement activities (biennial target: 25), sharing contracts, pooling their experience and research and exchanging best practices. The estimated cost avoidance of the 18 members of the Group is expected to be $30 million, strictly as a result of shared contracts, resulting from either a piggyback contract, a shared tender or members benefiting from similar terms and conditions. The costs expected to be avoided from major contracts include those related to electricity supply, travel management and visa-processing services, diplomatic pouch services and paper supply. Group members have continued to undertake a fair number of tenders annually, with 4 joint tenders and at least 23 active contracts in 2017. Furthermore, on at least 80 occasions, members volunteered useful information to the rest of the Group, from sharing active contracts and terms of reference, to providing professional input on procurement practices, to putting forward experiences with respect to vendor

performance. Knowledge-sharing remains a large part of the foundation of the Group, which helps to realize efficiencies.

### Subprogramme 2
### Programme planning, budget and accounts

*(a) Improved overall management of programme budget and extrabudgetary resources*

948. The actual level of unliquidated obligations, 3.8 per cent, reflects a better performance when compared with the biennial target of 5 per cent. This shows the continuous efforts made, the follow-up actions taken and the impact of the adoption of IPSAS on the management of unliquidated obligations to ensure prompt liquidation. The turnaround time for the issuance of extrabudgetary allotments after the receipt of complete information was 2.48 working days for the biennium 2016–2017, exceeding the target by 1.22 days. The 1.4 per cent variance between authorized allotments and expenditures during the biennium reflects the continuous effort made to improve the services provided to clients and to enhance working relationships with counterparts by providing guidance and advice, sharing information and knowledge and improving the monitoring of the extrabudgetary activities.

*(b) Improved integrity of financial data*

949. The most recent financial statements that covered the United Nations Office at Geneva received an unqualified audit opinion.

*(c) Improved timeliness and accuracy of financial transactions*

950. In general, most documents (99.5 per cent) were approved within 30 days of receipt (biennial target 98.5 per cent). The major accomplishment during this period was the optimization of tasks to ensure the sustainability of a high level of performance. Automated disbursements made up 99.3 per cent of all disbursements, which is in line with the biennial target of 99.3 per cent. After the implementation of Umoja, it was expected that all payments would be made through automated disbursements; however, cheques remained an effective way for substantive offices to pay for last-minute arrangements for meeting participants.

### Subprogramme 3
### Human resources management

*(a) Improved ability of current staff to implement mandates*

951. The increase in the number of participants in training courses offered by the Organization to 16,602 (biennial target: 15,200) can be attributed partially to the rebranding of the Staff Development and Learning Section as the Centre for Learning and Multilingualism in February 2017, as well as the launch of the Centre's website. Those initiatives contributed to increasing the number of participants in the language training programme and in management and communications courses. The high level of client satisfaction attained for the biennium largely reflects the ongoing efforts of the Human Resources Management Service to provide a high level of support to clients and find solutions to their needs. During the biennium, and following a period of Umoja stabilization, the Human Resources Management Service made concerted efforts to build the capacity of human resources partners and improve their expertise in Umoja, while contributing to the Organization's ongoing management reform initiatives.

*(b) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff*

952. Candidates from unrepresented and underrepresented countries comprised 13.3 per cent of the total (biennial target: 20 per cent). Although the organizational target was not fully attained, progress was made during the biennium, and the Human Resources Management Service continued to engage with hiring managers and senior staff who make the selection decisions to inform, educate and support them in achieving the targets relating to the recruitment of candidates from unrepresented and underrepresented Member States and the equitable representation of Member States, especially at the policymaking levels. The representation of women in the Professional and higher categories was 48 per cent at the United Nations Office at Geneva, nearing parity. The Service continued to make every effort to support hiring managers in identifying and recruiting qualified female candidates. Progress was made towards reducing the overall staffing timeline. The average number of days from the date of issuance of vacancy announcements to the date of candidate selection in respect of the 53 vacancies advertised was 88.5 days (biennial target: 83 days). Although the average is slightly above the target, the Service continued its efforts to support hiring managers and central review bodies in reducing the average number of days. The Office will increase its focus on the stages at which it could further reduce the staffing timeline, such as central review body approval, hiring manager response and selection by the department head.

### Subprogramme 4
### Support services

#### Facilities

*(a) Enhanced quality and timeliness of facilities services*

953. During the biennium, 99 per cent of service requests were completed within established turnaround timelines (biennial target: 96 per cent). There was only one case in which a request was not completed on time.

*(b) Improved management of facilities*

954. It should be noted that, in addition to the projects under the programme budget for which the target was successfully met, important work funded by voluntary donations of Member States and other donors was commissioned, including the full renovation of conference room XIX, preparations for the restoration of the Celestial Sphere and the installation of charging terminals for electric vehicles. The Buildings and Engineering Section also supported the strategic heritage plan project, providing critical advice on the various aspects of the project.

*(c) Improved planning in respect of travel arrangements*

955. Approximately 50 per cent of travel tickets were purchased by the Organization at least two weeks before the commencement of travel (biennial target: 56 per cent). The shortfall was due mainly to an increase in the total number of travel requests, as the United Nations Office at Geneva took over the processing of travel for UNEP, which had a negative impact on this indicator. It should also be noted that travel undertaken by those entities often depends on external factors that are not within their control, such as emergency response situations, changing agendas, travel planned for political reasons or the late release of funds by external stakeholders. Furthermore, a large proportion of travel is for non-staff members who are sometimes designated very late by external stakeholders, which delays the processing of travel arrangements.

### Procurement

*(a) Procurement services that fully meet the requirements of acquisition plans*

956. The biennial target was set in 2014, prior to the decision in 2015 that the United Nations Office at Geneva undertake a substantial amount of procurement work for the field offices of the Office for the Coordination of Humanitarian Affairs. Significant efforts were made to regularize or establish new contracts in support of those field operations. Despite the major impact of one-time purchase orders to support humanitarian field operations, the percentage of strategic long-term agreements reached 79 per cent, which is slightly under the biennial target of 80 per cent. Similarly, the target of reducing the number of days to 20 between the final statement of work and the award of the contract was established in 2014, prior to the implementation in 2015 of the decision mentioned above. The number of days between the receipt of the shopping cart and the approval of the purchase orders is 20.7 days. As the procurement conducted in support of field offices entails different complexities, the level of awareness of field offices about the Secretariat's procurement rules was progressively enhanced through increased training for requisitioners and the establishment of new procurement tools and procedures.

*(b) Enhanced level of international competition*

957. During the biennium 3,273 vendors were reviewed in the United Nations Global Marketplace by the vendor registration team at Geneva (biennial target: 2,350 eligible vendors). The United Nations Office at Geneva continued to encourage potential vendors to register under the Global Marketplace through business seminars and through information sessions requested by permanent missions. Moreover, efforts are being made by buyers to increase the number of vendors invited to tender, thus increasing the number of registrations on the Global Marketplace.

*(c) Improved access and participation of vendors from developing countries and countries with economies in transition*

958. During the biennium, 1,361 vendors from developing countries and countries with economies in transition on the United Nations Global Marketplace were reviewed by the vendor registration team (biennial target: 250). The United Nations Office at Geneva made a significant effort to review vendor submissions from developing countries and countries with economies in transition. The successful result relates notably to a stronger focus on engaging developing countries in providing procurement services to Office for the Coordination of Humanitarian Affairs field offices.

### Subprogramme 6
### Information and communications technology operations

*(a) Improved capability of the Organization in the management of its activities*

959. During the biennium, through the migration to Umoja and other enterprise solutions, the United Nations Office at Geneva decreased the number of legacy applications and websites to 60 applications, which is better than the biennial target of 65. The target of 21 critical systems with disaster recovery plans was achieved. The results reflect the continuing efforts deployed by the Division of Administration to further improve the support provided to clients through the integrated system, inter alia, a streamlined service structure, streamlined administrative processes and enhanced coordination between the parties involved.

*(b) Achieve effective operation of the Umoja system through mainstreaming across the United Nations Secretariat*

960. During the biennium, the number of Umoja users to whom support services were provided reached 6,000 (biennial target: 5,000). In addition, seven technology solutions were implemented to support information security pertaining to Umoja (biennial target: 6). The Geneva hub of the Unite Service Desk (the global service desk for enterprise applications) is fully operational, providing support to Umoja users around the world. Information security solutions have been in line with and in support of the Office of Information and Communications Technology 10-point action plan to strengthen information security across the Secretariat of 2013, including (a) the roll-out of the information security awareness course in Geneva; (b) the harmonization of group policies across Europe; (c) access to network firewalls; (d) support for global event logging; (e) the reporting of security-related incidents; (f) the filtering of web content; and (g) the conduct of campus-wide self-assessments.

*(c) Improved security of the network and ensure compliance with security guidelines, policies and protecting critical systems*

961. There were three security breaches in 2016 and none in 2017, which is within the target for the biennium (biennial target: 3). Additional efforts and the implementation of new information security solutions during the biennium have minimized the risks of security breaches. Information security self-assessments conducted throughout the biennium have exposed vulnerabilities that have mitigated breaches to Geneva-hosted websites and applications. There is a need to ensure that all new web-based platforms and websites undergo a thorough information security evaluation prior to launch. Project boards, when approving such initiatives, need to ensure that sufficient resources have been allocated for information security. As the maturity of the Information and Communications Technology Service increases with respect to information security, the visibility of security breaches increases as well. The indicator may therefore reflect more breaches even though the Service has improved and is better in terms of risk posture.

*(d) Enhanced alignment of standardized service and project delivery processes with best practices*

962. A total of 43 services were provided with maturity level 3, in accordance with the Regional Technology Centre for Europe service catalogue (https://iseek-geneva.un.org/departmental_page/rtc-e-service-catalogue) (biennial target: 14). It should be noted that the Information and Communications Technology Service has restructured its service catalogue in order to implement iNeed self-service. This restructuring of services has resulted in decreasing the time taken to satisfy requests for services and provided more transparency to end users on the status of their requests.

## Subprogramme 7
## Library services

*(a) More efficient and user-friendly access to a broader range of recorded knowledge of the United Nations and external library resources*

963. Online and digitized information resources were accessed 1,518,063 times during the biennium (biennial target: 510,000). The Library maintained its focus on engaging its users, encouraging them to utilize its e-resources and digitized documents and archives for their research and analysis, providing efficient services through a global network of information resources. The growing number of online and digitized information resources ensures that the Library Service: (a) directly supports the work of the Organization, its staff members and delegates by providing

the latest high-quality, easily accessible and reliable information for decision-making; (b) assists staff in the changing work environment with flexible work schedules and telecommuting; and (c) corresponds to the needs of Member States and public users by supporting the implementation of the 2030 Agenda.

*(b) Improved implementation of records management standards and best practices across the United Nations Office at Geneva to solidify United Nations institutional memory*

964. The Library reached its target of establishing 10 file classification schemes, which are now created for larger work units and so affect more staff than was previously the case. For Central Support Services at the United Nations Office at Geneva, 6 file classification schemes were developed for more than 200 staff in diverse activities (e.g. the Buildings Unit and the Procurement and Contracts Unit), 2 were developed for the Division of Conference Management, 1 was developed for Office of the Director of Administration and 1 was developed for the Office of the Director-General. Thus, the objective of implementing organizational standards and best practices in records management is achieved sustainably and efficiently. Electronic records totalling 2.3 GB were transferred to Unite Docs. The Library is below the expected target of 1,000 GB owing to the following factors: a lack of clarity on the charge-back model for future Unite Docs licences prevented services to support its implementation; the Office of Information and Communications Technology, decommissioned Lotus Notes tools, leading to the early implementation of the Unite Docs correspondence module and slower implementation of the Unite Docs standard module.

*(c) Improved knowledge-sharing for cultural exchange and education and dialogue on key United Nations issues*

965. With 47,178 participants in events (biennial target: 50,000), the Library reached 94 per cent of its target. A more diversified programme, the use of new audiovisual technologies, stronger marketing and increased demand by permanent missions and international organizations to collaborate attracted more attendees to panel discussions. An overall decline is noted in participation in cultural events compared with the previous biennium owing to a decrease in the number of events organized at the request of permanent missions. Contributing factors are new event venues, increased fees and a change in the method of calculating exhibition costs overall, although, as was confirmed in a study on cultural diplomacy at the United Nations Office at Geneva, "The art of soft power", (King's College, London, 2018), diplomats value the cultural activities programme and use it "to stand out and reach out". A new exhibition on the history of internationalism, with interactive exhibits, was inaugurated, informing visitors (1,292) of the activities and values of the Organization.

## Section 29G
## Administration, Vienna

**Highlights of programme results**

The United Nations Office at Vienna successfully delivered its mandate to provide administrative support to the Secretariat units located in Vienna, including the United Nations Office on Drugs and Crime (UNODC). During the biennium, the United Nations Office at Vienna continued to strengthen its monitoring of budget performance, financial management and control and reporting. The Office successfully implemented the IPSAS framework and obtained an unqualified audit opinion for the UNODC financial statements. It continued to process financial transactions accurately and on time in 98 per cent of the cases (biennial target: 100

per cent). The Office has met most of the performance targets related to improved recruitment, placement and promotion and gender balance. The Office continued its collaboration with other United Nations entities in Vienna in jointly funding services, including continuing to provide facility services through the United Nations Industrial Development Organization (UNIDO), with 100 per cent of work orders adhering to established standards and timelines. The Office has continued to implement the Secretariat's ICT strategy and support users in Vienna and globally. The Office enhanced its ICT services through the successful migration to Unite Mail, while streamlining its processes overall by decreasing the number of legacy (non-Umoja) applications by 124 (biennial target: 75). The Office continued its sustainment efforts for operations in Umoja by reviewing its end-to-end processes with the goal of further optimization and alignment with Secretariat ICT standards, policies and procedures.

**Challenges and lessons learned**

The sustainment of Umoja operations, the IPSAS framework and the implementation of the Framework on the Engagement of External Parties and full cost recovery continued during the biennium. The United Nations Office at Vienna is working actively on Umoja Extension 2, which will enhance its planning, monitoring and implementation of the budget in the future. The manual on the Framework will be updated in 2018 following a review by the Office of Internal Oversight Services in 2017. Additional training programmes will also be developed to improve the application of the Framework. The United Nations Office at Vienna will continue its Umoja sustainment efforts by providing continued training and support to users. It will also continue to assess the relevance of its (non-Umoja) ICT legacy systems.

966. The approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 29G)).

**Executive direction and management**

*(a) Programme of work is effectively managed*

967. The United Nations Office at Vienna successfully delivered its mandate to provide administrative support to Secretariat units located in Vienna, including UNODC. The Office successfully implemented the IPSAS framework and received an unqualified audit opinion on the UNODC financial statement. During the biennium, the frameworks on service delivery and full cost recovery for its UNODC-supported programmes were improved.

*(b) Enhanced cooperation with other organizations of the United Nations common system in Vienna*

968. As at the end of 2017, the Office had participated in 18 activities in collaboration with other Vienna-based United Nations entities, resulting in greater efficiency and reduced costs.

**Subprogramme 2**
**Programme planning, budget and accounts**

*(a) Improved overall management of programme budget and extrabudgetary resources*

969. The rate of unliquidated obligations for the biennium stands at 6.2 per cent (biennial target: 1.8 per cent). While the target was reached with respect to its regular

budget operations, unliquidated obligations relating to implementing partners for extrabudgetary activities remain significantly higher. The United Nations Office at Vienna and UNODC will continue to strengthen their engagement with implementing partners in this regard to move towards the biennial target.

*(b) Improved integrity of financial data*

970. The Board of Auditors issued an unqualified opinion on the audit of the financial statements for 2016, and the corresponding report did not include significant adverse findings. OIOS in its audit reports did not present any critical recommendations, including on financial matters.

*(c) Improved timeliness and accuracy of financial transactions*

971. The United Nations Office at Vienna and UNODC processed 98 per cent of financial transactions accurately and on time (biennial target: 100 per cent). Minor exceptions relate primarily to UNODC field offices. The United Nations Office at Vienna and UNODC also maintained expected performance levels with regard to bank reconciliation.

### Subprogramme 3
### Human resources management

*(a) Improved ability of current staff to implement mandates*

972. The United Nations Office at Vienna and UNODC are improving their ratio of staff benefiting from a minimum of five days of training per year, with 34 per cent of staff benefiting (biennial target: 35 per cent). The United Nations Office at Vienna and UNODC will continue to promote staff development and learning opportunities for all staff members in order to reach the goal of five annual training days. The preliminary results of the staff satisfaction survey conducted in December 2017 indicate a decline in client satisfaction, with 46 per cent of clients responding with either "very satisfied" or "satisfied" (biennial target: 70 per cent). The United Nations Office at Vienna and UNODC will analyse the results in detail and take steps to improve services and client satisfaction where indicated.

*(b) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff*

973. The United Nations Office at Vienna and UNODC met most of the targets related to improvements in recruitment, placement and promotion, as well as in the gender balance of staff. UNODC, while improving the geographical representation and gender balance, fell slightly below the targets, while the United Nations Office at Vienna met its targets. The percentage of Professional-level female staff was improved to 42 per cent in UNODC, and the United Nations Office at Vienna, with women comprising 49 per cent of its Professional staff, exceeded the target (biennial target: 45 per cent). The United Nations Office at Vienna and UNODC met the targets to reduce the average number of days for hiring, with 111 days for UNODC and 114 for the United Nations Office at Vienna (biennial target: 120 days).

### Subprogramme 4
### Support services

#### Facilities

*(a) Enhanced quality and timeliness of facilities services*

974. As at 31 December 2017, all services had been provided in accordance with established standards (biennial target: 99 per cent). The continued professional

working relationship with the buildings management service of UNIDO, the provider of shared services in Vienna, as well as the provision of clear specifications regarding required services, facilitated the successful delivery of services to all clients of the United Nations Office at Vienna and UNODC.

*(b) Improved planning in respect of travel arrangements*

975. The United Nations Office at Vienna and UNODC exceeded their target compliance rate for the advance purchases of travel tickets. As at 31 December 2017, 78 per cent of tickets had been purchased 16 days or more prior to the commencement of travel (biennial target: 70 per cent). The United Nations Office at Vienna and UNODC will continue to remind travellers to adhere to the advance purchase and all other travel-related policies.

**Procurement**

*(a) Procurement services that fully meet the requirements of acquisition plans*

976. The percentage of requirements processed through long-term agreements and systems contracts has significantly increased, facilitated through the implementation of Umoja, which allowed the subprogramme to access and make use of other Secretariat contracts. The subprogramme continued to deliver quality services to its clients (there were no complaints from end users). The average number of weeks between the statement of work and contract award is comparable to that of previous bienniums.

*(b) Enhanced level of international competition*

977. With the implementation of Umoja and the database of all United Nations Secretariat vendors, the subprogramme has far exceeded its target related to the number of vendors eligible for tender invitations, as all solicitations are now issued to all vendors globally.

*(c) Improved access and participation of vendors from developing countries and countries with economies in transition*

978. With the implementation of Umoja, all solicitations are now issued to all vendors globally. The United Nations Office at Vienna and UNODC continue to encourage vendors from developing countries and countries with economies in transition to register on the United Nations Global Marketplace.

**Electronic research resources**

*(a) Enhanced awareness and usage of electronic research resources*

979. The United Nations Office at Vienna and UNODC continue to provide highly visible library services, which experience 1,754 searches per month on average (biennial target: 1,400), to their client base in Vienna. The number of searches conducted through its electronic resources continues to increase, and the United Nations Office at Vienna and UNODC will continue to promote their use.

**Subprogramme 6**
**Information and communications technology operations**

*(a) Improved capability of the Organization in the management of its activities*

980. The United Nations Office at Vienna and UNODC are making continuous efforts to streamline processes by decreasing the number of legacy applications and developing and deploying Unite Apps, as well as by improving critical system

resiliency and redundancy. During the reporting period, 124 legacy applications and websites have been either decommissioned or migrated to Umoja or other enterprise solutions (biennial target: 75). The level of resilience to disruption and the capacity for disaster recovery have been increased for all critical systems (biennial target: 100 per cent) to minimize the potential impact of disruptions to ICT services. The United Nations Office at Vienna and UNODC have continued to implement the Secretariat's ICT strategy and to support users locally in Vienna and UNODC globally. The Information Technology Service has successfully supported the migration to Unite Mail, the continued adoption and mainstreaming of Umoja, the deployment of the enterprise wide area network and the alignment of ICT standards, policies and procedures with those of the Secretariat.

*(b) Achieve effective operation of the Umoja system through mainstreaming across the United Nations Secretariat*

981. The Division for Management supported the effective operation of the Umoja system by ensuring secure access and support to users of Umoja. It deployed resources as part of the Unite Service Desk and implemented the global Umoja help line. During the biennium, 350 users received such support (biennial target: 300). The subprogramme has also implemented the Secretariat's secure Multiprotocol Label Switching wide-area network to support secure user access to Umoja.

*(c) Improved security of the network and ensure compliance with security guidelines, policies and protecting critical systems*

982. The Division for Management continued to implement security standards, policies and guidelines promulgated by the Office of Information and Communications Technology, in cooperation with and under the guidance of the Regional Technology Centre for Europe. Improvements to the ICT security posture, including an upgrade to firewall and virtual private network capabilities, have enhanced the prevention and detection of ICT security breaches, which reduced the number of incidents in 2016–2017 to two (biennial target: 3).

*(d) Enhanced alignment of standardized service and project delivery processes*

983. Under the Secretariat's ICT strategy, the subprogramme continued to align its processes and standardize service delivery with enterprise applications centres, the Regional Technology Centre for Europe and global ICT service providers. This includes adopting the standards, policies and guidelines of the Office of Information and Communications Technology and adhering to the established governance structures, including by increasing the number of ICT services provided with increased maturity levels to 90 (biennial target: 90) and aligning them with Secretariat standards.

## Section 29H
## Administration, Nairobi

**Highlights of programme results**

The Office of the Director of Administration provided effective leadership and management of administrative and related support services. Service delivery improved during the biennium, and a need for new service arrangements with clients receiving core services from the United Nations Office at Nairobi was identified. Umoja and the various organizational reforms led to the development of numerous standard operating procedures, innovations and tools that have been implemented across the Division of Administrative Services. Examples of business process improvements include standard operating procedures for the Budget and Financial Management Service and simplified processes in such areas as the policy regarding fixed and mobile telephones, the recruitment of consultants and individual contractors and procurement. Improvements have also been made in treasury and asset management. A Business Transformation and Change Management Unit was established in 2017 to review business processes with a view to enhancing efficiency and productivity. The information technology helpdesk functionality was augmented to better manage all information and communications technology services and facilities and human resources-related queries from clients.

**Challenges and lessons learned**

The regular budget of the United Nations Office at Nairobi was reduced, and UNEP and UN-Habitat also reduced the core budget of the Office in both 2016 and 2017. The Office therefore had to cope with additional workload owing to the roll-out of Umoja with a reduced number of staff. At the same time, the Office had to accommodate budgetary reductions owing to the realization of benefits attributable to Umoja. Those factors posed a major challenge for the implementation of the programme of work. The functioning of the central review process remained a challenge, as timelines are too long. Ageing electrical infrastructure continues to remain a challenge for the provision of electromechanical services at the duty station. With respect to travel, while a number of actions have been taken to increase savings (early ticketing, better contracts with service providers and discounts with airlines), the resource constraints limit the timely processing of travel requests. Greater complexity and an increased volume of work for the travel unit owing to the implementation of Umoja, the technical glitches of the Umoja travel module, the post-Umoja learning curve and resource constraints, together with the late submission of travel requests, were major challenges.

984. The above-cited results are based on the implementation of 100 per cent of three mandated, quantifiable outputs, compared with none in the previous biennium. No additional outputs were implemented at the initiative of the Secretariat in 2016–2017.

985. The approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 29H)).

### Executive direction and management

*(a) Improved management performance through adoption of new/improved policies and procedures, methods, tools and techniques for the management and service functions of the Division of Administrative Services*

986. The Office of the Director provided effective leadership and management with respect to the provision of administrative and related support services to the various Services, as well as to clients. Service delivery was improved thanks to the priorities and strategies established for the biennium. The Office implemented 20 new or improved policies, procedures, methods, tools and techniques, thereby meeting the biennial target. The standard operating procedures and other procedures, innovations and tools that were improved or introduced were successfully implemented across the United Nations Office at Nairobi to manage operations and service delivery.

*(b) Improved business processes in terms of efficiency and productivity*

987. A total of 28 service-level agreements were signed during the biennium, vastly exceeding the biennial target of 8. The agreements were for host country, diplomatic

pouch and ICT services, as well as memorandums of understanding for premises and transport, travel, visas and shipping. In the spirit of continuous improvement, a Business Transformation and Change Management Unit was established in 2017 to review business processes with a view to enhancing efficiency and productivity.

*(c) Programme of work is effectively managed*

988. Ninety-five per cent of the office workplan was implemented in a timely manner, as compared with a biennial target of 100 per cent. The Division of Administrative Services continues to strive to do more with less.

### Subprogramme 2
### Programme planning, budget and accounts

*(a) Improved overall management of programme budget and extrabudgetary resources*

989. Constant monitoring and reporting on commitments resulted in a reduced level of unliquidated obligations of 2.2 per cent, compared with the biennial target of 3.0 per cent. Allotment documents were created and approved within 1.3 days (biennial target: 1.5). The 14 per cent variance between extrabudgetary allotments and expenditures, as compared with the biennial target of 15 per cent, was a positive indicator of timely programme implementation.

*(b) Improved integrity of financial data*

990. The United Nations Office at Nairobi received an unqualified audit opinion for the statements produced for its clients, UNEP and UN-Habitat, for the year ended 31 December 2016. The Board of Auditors had no adverse audit findings.

*(c) Improved timeliness and accuracy of financial transactions*

991. Ninety-two per cent (biennial target: 99 per cent) of vendor and consultant payments were processed within 30 days of the certification that goods were received or services were rendered satisfactorily.

### Subprogramme 3
### Human resources management

*(a) Improved ability of current staff to implement mandates*

992. In 2016, the United Nations Office at Nairobi expanded the delivery modalities of training programmes, which now include online courses, either self-paced or instructor-led, using WebEx to reach outposted staff. As a result, the number of staff who participated in training courses during the biennium was 5,500, against a target of 450. Online surveys were conducted using an online survey tool for all courses. The number of staff expressing satisfaction increased to 90 per cent (biennial target: 88 per cent).

*(b) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance*

993. Regular outreach to all staff regarding geographical targets is making managers more sensitive to the issue. Support was provided to increase the pool of applicants for senior positions (P-5 and above). Of the 13 recruitments completed during the biennium for regular budget-funded non-language positions at the United Nations Office at Nairobi, a total of 6 recruits were from underrepresented countries. No nationals from unrepresented countries were recruited. The biennial target for the two

categories combined was two selections. Some 47 per cent of international staff in the Professional and higher categories were women (biennial target: 46 per cent). The average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised was 118 (biennial target: 110).

*(c) Improved occupational health services*

994. The medical service achieved its target for client satisfaction and efficient service delivery, as demonstrated by decreased waiting times. This improvement was achieved despite an increase in the workload. The analysis shows that the target for client satisfaction was achieved for 98.5 per cent of clients (biennial target: of 98 per cent). Ninety per cent of medical clearances were completed within five days (biennial target: 98 per cent). Travel clearances formed a major part of the workload, although the data were not included in the analysis.

### Subprogramme 4
### Support services

**Facilities**

*(a) Enhanced quality and timeliness of facilities services*

995. As at 31 December 2017, a total of 5,997 malfunctions had been recorded across all services, including electrical, mechanical, plumbing, cleaning, gardening and landscaping services (biennial target: 4,000).

*(b) Improved management of facilities*

996. All planned capital maintenance programmes in the areas of electrical and civil infrastructure, such as site-wide electrical, road and parking upgrades, were completed during the biennium. All facilities maintenance requests were responded to within the standard average turnaround time of three hours.

*(c) Improved planning in respect of travel arrangements*

997. While the overall percentage of air tickets purchased at least two weeks before the commencement of travel (31.1 per cent) was below the biennial target of 84 per cent, the United Nations Office at Nairobi notes that the trend in 2017 showed a slight improvement over the 2016 data.

**Procurement**

*(a) Procurement services that fully meet the requirements of acquisition plans*

998. The number of long-term contractual agreements totalled 44, which exceeded the biennial target of 25. The average processing time from the final statement of work to contract award was 16 days, longer than the target of 10 days, owing mainly to the lengthy process for finalizing the technical evaluation of bids.

*(b) Enhanced level of international competition*

999. The procurement service, in conjunction with other United Nations agencies in Nairobi, conducted a two-day business seminar at which potential vendors received information and guidance on registering and doing business with the United Nations in Kenya and Somalia. It is likely that some vendors from the business seminar participated in tenders, but as the vendors were not tracked, data are not available. The increase in the number of bidders was achieved as result of extensive market research and target sourcing during the tendering exercise. Because the vendor

registration process was centralized in June 2015, no vendor registration data are available to the United Nations Office at Nairobi.

*(c) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement*

1000. The number of registered vendors from developing countries and countries with economies in transition participating in the United Nations procurement process increased, ensuring international competition in accordance with regulation 5.12 of the Financial Regulations and Rules of the United Nations.

1001. The number of bidders who participated in tenders processed in 2017 increased, and they (and those who were awarded contracts) were predominately from developing countries. Because the vendor registration process was centralized in June 2015, no vendor registration data are available to the Office.

### Subprogramme 6
### Information and communications technology operations

*(a) Improved capability of the Organization in the management of its activities*

1002. The business processes of the United Nations Office at Nairobi were improved with the migration of local applications to integrated enterprise systems such as Umoja. A total of 73 local applications and processes were decommissioned (biennial target: 85). The remaining applications play a role where enterprise applications have limited scope or do not meet local requirements. All systems have been subjected to disaster recovery tests (biennial target: 80 per cent).

*(b) Achieve effective operation of the Umoja system through mainstreaming across the United Nations Secretariat*

1003.A Unite Service Desk was established, and 4,202 users were supported through the Service Desk hub in Nairobi, compared with a biennial target of 2,500. This increase was due to the inclusion of Vienna and Geneva tickets. Because Umoja is a centrally supported system and its security is under the responsibility of the Office of Information and Communications Technology, no technology solution for its security was implemented by the United Nations Office at Nairobi (biennial target: 90).

*(c) Improved security of the network and ensure compliance with security guidelines, policies and protecting critical systems*

1004. There were 12 security breaches, compared with the biennial target of 5.

*(d) Enhanced alignment of standardized service and project delivery processes*

1005. All ICT service requests were handled using standard processes, which allowed for better transparency, efficiency and effectiveness, and all 95 services were provided according to a standardized process based on Information Technology Infrastructure Library best practices and using iNeed (biennial target: 95).

## Section 30
## Internal oversight

### Highlights of programme results

The Office of Internal Oversight Services continued to enhance oversight in respect of the resources and staff of the United Nations through investigations, internal audits and inspection and evaluation activities. OIOS worked to ensure that the objectives of the Organization were achieved effectively and in full compliance with regulations and rules, policies and procedures. During the biennium, the Internal Audit Division issued 1,811 recommendations in 342 reports, of which 70 (4 per cent) were critical. The recommendations were aimed at improving the efficiency and effectiveness of operations and enhancing the accountability of programme managers. Moreover, 78 General Assembly resolutions and reports of various intergovernmental bodies contained an acknowledgement of the role of internal audit reports in decision-making processes for improving the management of human, financial and programmatic and material resources for the United Nations. Over the same period, the Inspection and Evaluation Division completed 10 programme evaluations, 3 triennial reviews and 1 biennial and 1 thematic evaluation of the regional commissions. In addition, the Division completed a set of evaluation dashboards covering all Secretariat programmes. The Investigations Division continued to increase awareness by offering training programmes to personnel responsible for investigations or investigative tasks, training 100 staff members during the biennium. The newly developed investigation training programmes resulted in the enhancement of investigative capacity and the professionalization of investigations across the Organization. The Division made progress by clearing the backlog of investigations, as well as by carrying out systematic quality control of investigation reports and recommendations. During the reporting period, OIOS coordinated regularly with the other United Nations oversight bodies, including the Board of Auditors and the Joint Inspection Unit, to ensure that potential gaps and unnecessary duplication and overlap in oversight work would be minimized.

**Challenges and lessons learned**

Building on lessons learned during the previous biennium, the Office continued to refine its risk-based planning methodology and improve on the timeliness and quality of reports, including the formulation of recommendations and the evaluation approach. The Internal Audit Division continued to use a risk-based approach to audit planning and developed a three-year rolling workplan which, after consultations with management, is updated annually to ensure that emerging risks, as well as new structures, functions and initiatives, are included in the OIOS audit universe. The Inspection and Evaluation Division collaborated with the United Nations Laboratory for Organizational Change and Knowledge to review and enhance the evaluation phases. It had seven active working groups (on quality assurance, capacity development, communications, recommendations, Umoja, information technology and procurement) aimed at improving its work. The Investigations Division has been making efforts to monitor the language of recommendations and identify the most appropriate client for implementation.

1006. The above-cited results are based on the implementation of 96 per cent of 76 mandated, quantifiable outputs, compared with 94 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from four in 2014–2015 to none in 2016–2017.

1007. The approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 30)).

**Executive direction and management**

*(a) Increased timeliness of submission of documentation*

1008. OIOS met its target for the biennium 2016–2017 (biennial target: 100 per cent). OIOS is mindful that meeting its target is critical to ensuring that the workflow of the Department for General Assembly and Conference Management with regard to the processing of documents runs efficiently.

*(b) Continued cooperation with other oversight bodies in the United Nations*

1009. OIOS continued to coordinate with other United Nations oversight entities, including the Board of Auditors and the Joint Inspection Unit, to ensure that potential duplication or overlap in the conduct of oversight work is avoided and to minimize any gaps in oversight coverage. Aside from sharing workplans, the Office held 11 meetings (biennial target: 11) with the Board of Auditors and the Joint Inspection Unit to discuss issues of mutual interest.

*(c) Timely recruitment and placement of staff*

1010. As at 31 December 2017, the average number of days a Professional post remained vacant was 137 (biennial target: 150). While the target was achieved, OIOS will continue to improve its performance.

### Subprogramme 1
### Internal audit

*(a) Increased contribution to the decision-making process of Member States and increased ability of the Secretariat to take appropriate actions based on internal audits, which strengthen internal control and governance processes and improve risk management*

1011. Seventy-eight General Assembly resolutions and reports of the various intergovernmental bodies (biennial target: 20) contained an acknowledgement of the role of audit reports of the Internal Audit Division in decision-making processes for improving the management of human, financial, programmatic and material resources of the United Nations. The Division administered its annual client satisfaction survey among heads of offices, departments and missions. The response rates were registered at 74 per cent in 2016 and 65 per cent in 2017. Overall, 86 per cent of the respondents (biennial target: 95 per cent) expressed satisfaction with internal audit reports, agreeing that the reports contributed to the identification and management of key risks, the cost-effectiveness of internal controls, effective governance processes and appropriateness of follow-up on recommendations for corrective actions.

*(b) Improved levels of efficiency and effectiveness in the implementation of mandates and enhanced accountability by programme managers*

1012. The Internal Audit Division issued 1,811 recommendations in 342 reports (including 1 issued to the General Assembly) during the biennium, of which 70 (3.9 per cent) were critical and 1,741 (96.1 per cent) were important. The recommendations were aimed at improving the efficiency and effectiveness of operations and enhancing the accountability of programme managers. All but 25 (1.5 per cent) of the recommendations were accepted by programme managers; for those not accepted, management accepted the associated risk. Approximately 55 per cent of audit recommendations (biennial target: 75 per cent) were implemented by programme managers. Some 77 per cent of critical recommendations due for implementation were implemented by the target date. The Division continues to improve its communication and consultation with clients to improve its monitoring of the implementation of audit recommendations.

### Subprogramme 2
### Inspection and evaluation

*(a) Increased contribution to the decision-making processes of Member States and increased ability of the Secretariat to take appropriate actions based on inspections and evaluations by the Office of Internal Oversight Services that assess the efficiency and effectiveness of programmes, thematic issues and self-evaluation capacities, the relevance of administrative procedures and whether the activities correspond to the mandates*

1013. The Inspection and Evaluation Division completed 10 programme evaluations (biennial target: 9) covering UNRWA, the Department of Political Affairs, OHCHR, the Executive Office of the Secretary-General, the International Tribunal for the Former Yugoslavia, ESCWA, ECE, the Office for the Coordination of Humanitarian Affairs and UNHCR (twice); three triennial reviews (UNEP, the Office for the Coordination of Humanitarian Affairs and UNODC); one biennial evaluation on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives; and one thematic evaluation on the regional economic commissions. In addition, the Division completed a set of evaluation dashboards covering all Secretariat programmes. In the area of peacekeeping, the Division completed six evaluations, including on national police capacity, integration between peacekeeping operations and the United Nations country teams, planning by the Departments of Peacekeeping Operations and Field Support during the force-generation process, the effectiveness of peacekeeping operations in deterring and confronting armed elements in MONUSCO, MINUSMA and MINUSCA and on the strategic deployment stocks, and one triennial review. Some 33 per cent of OIOS recommendations were fully implemented in the biennium. In addition, 80 per cent of reports (biennial target: 70 per cent), or 16 out of 20, were used by Member States to inform decision-making with respect to efficiency and effectiveness in the implementation of programmes, the relevance of administrative procedures and whether the activities correspond to the mandates.

### Subprogramme 3
### Investigations

*(a) Improved quality and timeliness of investigations to enable effective action to be taken in relation to misconduct*

1014. The Investigations Division made progress by clearing the backlog of investigation cases, as well as by systematically carrying out quality control of investigation reports and recommendations. The resulting investigation reports and findings, therefore, provided a stronger basis on which to implement the recommended actions, such as disciplinary sanctions and/or financial recovery. For the biennium, the Investigations Division focused on decreasing the number of aged cases, on addressing the spike in sexual exploitation and abuse investigations and on a number of high-profile corruption cases. During the biennium, 100 per cent (biennial target: 100 per cent) of closure and investigation reports met the timeline target. Also, all closure and investigation reports requiring processes for applying corrective measures commenced within 12 months (biennial target: 100 per cent).

*(b) Increased awareness of United Nations personnel, including programme managers and others, to prevent or respond appropriately to misconduct*

1015. The Investigations Division increased awareness by offering training programmes to personnel responsible for investigations or investigative tasks. One professional training workshop, on the forensic interviewing of children, was held in New York, with over 30 participants from the Division and United Nations funds and programmes, and two other training sessions were held in Entebbe with over 30 participants representing the Division and United Nations funds and programmes. In addition, during the last quarter of 2017, open-source intelligence training sessions were delivered in New York, in September, and in Vienna, in October. Representatives from the United Nations, UNDP and UNICEF attended. Training to improve and standardize investigations of sexual exploitation and abuse perpetrated by troop-contributing countries was organized during the last quarter of 2017. The Division trained 100 personnel responsible for investigations during the biennium (biennial target: 100 personnel). The Division also engaged in eight awareness-raising activities (biennial target: eight). Half of the cases (biennial target: 25 per cent) were reported through peacekeeping missions, which is considered a proxy for the measurement of increased awareness.

## Section 34
## Safety and security

### Highlights of programme results

The Department of Safety and Security continued to ensure the safe delivery of United Nations operations in increasingly high-threat areas. The emergence of new security threats and the changing security environment entailed new operational priorities, geographical reconsideration, reinforcement of field security assets, a substantial increase in emergency deployments and the reinforcement of analytical capacity. The Department continued to strengthen partnerships within the United Nations security management system on an inter-agency basis and through bilateral contacts. Collaboration with humanitarian partners continued, resulting in a higher level of awareness about security issues across all levels.

The Department provided continued to support designated officials and security officials through frequent engagement, increased support from Headquarters and improved training and tools such as the security risk management e-tool and the Traveller Identification Programme.

All duty stations maintained optimum levels of security despite increasing threat levels. Following the Department's issuance of revised headquarters minimum operating security standards, in November 2015, all duty stations made significant progress in the implementation of revised standards and improvements. The Department established the Physical Security Unit to develop standards and provide guidance and training to members of the United Nations Security Management System, and requests for additional assistance continued to grow.

### Challenges and lessons learned

Providing specialized support for physical security improvements has been a growing challenge for the Department owing to the limited number of staff dedicated to physical security. As that support has become more sought after, the scope of topics and the number of specialized requests for assistance have expanded, stretching the capacity of the Department to assist members of the United Nations Security Management System. The security landscape is constantly changing, and keeping pace with this reality on the basis of a cost-sharing arrangement has presented challenges. To assess those challenges and ensure clarity in security functions throughout the Security Management System, the Department has undertaken continual strategic reviews of security deployments. Furthermore, the new security risk management policy, introduced in April 2016, is still in a transitional period.

1016. The above-cited results are based on the implementation of 98 per cent of 90 mandated, quantifiable outputs, compared with 68 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat increased from 2 in 2014–2015 to 10 in 2016–2017.

1017. The approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2016–2017 (A/70/6 (Sect. 34)).

### Executive direction and management

*(a) Enhanced coordination and integration of policies and procedures within the United Nations security management system*

1018. During the biennium, seven policies of the United Nations Security Management System were endorsed and promulgated (on the arming of security personnel, gender considerations in security management, the role of the Department of Safety and Security, security risk management, unarmed private security services, security budgets in which costs are shared locally and an update on the security policy framework); eight Security Management System guidelines were issued; one manual on unarmed private security services was endorsed; and the security risk management manual was updated. Safety and security continued to be highlighted in the annual report to the Secretary-General. Compliance with policy was enhanced through the ongoing translation and technical review of policies, 2 policy videos, 10 policy forums, online WebEx seminars, briefings to designated officials, and departmental communiqués. As a result, the Department facilitated the consolidation of a solid framework of security policies and their dissemination with a view to their full implementation (biennial target: 100 per cent).

*(b) Improved effectiveness of the security arrangements implemented by United Nations security management system organizations*

1019. The use of satisfaction surveys enabled the Department to identify the strengths and weaknesses of the arrangements and capture the stakeholders' levels of satisfaction. By the end of the biennium, all of the evaluations and lessons learned reports had been disseminated and made available within one month of the conclusion of the consultative process (biennial target: 100 per cent), and all of the respondents had accepted and agreed with the findings, recommendations and lessons learned issued during the period (biennial target: 100 per cent). The evaluation and lessons learned results and the timeliness of their dissemination allowed for weak areas in the security arrangements to be strengthened, contributing to the enhancement of safety and security in the designated areas.

### Subprogramme 1
### Security and safety coordination

*(a) A safe and secure environment for staff, delegates and visitors at United Nations headquarters locations and regional commissions*

1020. The Security and Safety Service in New York continued to collaborate with host country law enforcement officials on updating the domestic and global threat assessment.

1021. At other duty stations, continued efforts were made to ensure a safe and secure environment for staff, delegates and visitors. For instance, the Security and Safety Service at ECA successfully implemented a risk-based security service for 2,500 United Nations personnel inside the ECA compound; the Security and Safety Service at ESCWA implemented the procedure under the minimum operating security standards of separating the visitors entrance from the staff entrance; and the Security and Safety Service at the United Nations Office at Geneva continued to screen vehicles at the access gates, and brought all doors to the complex under automatic access control. Compliance with the headquarters minimum operating security standards (2004 version) increased to 98 per cent (biennial target: 98 per cent). The number of unauthorized entries increased to 30 (biennial target: 10); however, in all cases, the intrusions were detected and responded to promptly and there was no impact on United Nations operations. There were 66 safety-related claims reported (biennial target: 60); the increase is connected to significant civil works conducted at the United Nations Office at Geneva.

### *(b) Systematic and coordinated delivery of protective services for senior United Nations officials*

1022. The Protection Coordination Unit coordinated the assessment of 2,912 operations, including 386 complex operations in high-risk environments. As a given operation may involve travel to multiple locations, the number of operations included the assessment of security arrangements for 5,777 instances of travel (biennial target: 5,800) for 168 senior United Nations officials to 182 different countries and territories. The interdepartmental standard operating procedures on operational control and management of protective services in field operations and the Member State close protection unit standing operating procedures were developed and approved. The Unit coordinated the rostering process for close protection personnel in both the Professional and Field Service categories and provided guidance and coordination with respect to the provision of protective services in 23 locations across the United Nations Security Management System.

### *(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions*

1023. By the end of the biennium, all duty stations (biennial target: 100 per cent) had their evacuation plans in place and had updated and tested them. The Security and Safety Service at Headquarters updated and tested all contingency and evacuation plans. The Security and Safety Service at ECA tested and regularly updated all plans, procedures and standard operating procedures in line with the changing needs of the organization. The communications trees of the Security and Safety Service at ECLAC were implemented, and the response time for conducting headcounts after such events as earthquakes was reduced. The Security and Safety Service at ESCAP updated its security risk assessment contingency plans for active shooter situations, fire safety evacuation, and mass casualty scenarios, as well as its business continuity and crisis management plans. The drills and training sessions of the Security and Safety Service at ESCWA were carried out regularly, with the participation of all building occupants. The Security and Safety Service at the United Nations Office at Geneva updated its fire safety plan and is reviewing its crisis management plan. The Security Information Operations Centre of the Security and Safety Service at the United Nations Office at Nairobi assisted in developing appropriate contingency plans for crisis situations and emergencies. The crisis management, evacuation and other plans and standard operating procedures of the Security and Safety Service at the United Nations Office at Vienna were reviewed and updated.

## Subprogramme 2
## Regional field coordination and support

### Component 1
### Regional field operation coordination

*(a) Improved safety and security arrangements for the United Nations*

1024. The changing security environment in which the United Nations operates requires the constant reformulation of security responses, defined in the context of the security risk management process. During the biennium, 317 security risk management areas were created or merged and 660 areas were deleted. Of the 567 actual security risk management areas, 488 areas, or 86 per cent, were completed and endorsed (biennial target: 100 per cent). Ad hoc assessments are carried out for specific missions and certain other locations. The Department completed, reviewed and endorsed more than 500 additional ad hoc security risk management plans for specific locations or missions. The minimum operating security standards encompass a range of measures identified in the security risk management process. Of 185 countries/territories/mission areas, 183 (99 per cent) have valid minimum operating security standards. Of the 150 countries in which the residential security measures are applicable, minimum operating residential security standards or residential security measures are valid in 144 countries (96 per cent). Minimum operating security standards and residential security measures together are valid in 97.5 per cent of the countries (biennial target: 95 per cent).

*(b) Enhanced preparedness for contingencies and crisis situations along with timely response to security incidents*

1025. During the biennium, the crisis management and response system was activated in a timely manner for every incident (biennial target: 100 per cent). Through the completion and exercise of country-level security contingency plans and the increased capability of deploying or redeploying field security officers with 24 hours' notice, the Department ensured a rapid and effective response to security incidents and emergencies, carrying out 126 deployments of security officers to 30 countries for a total of 13,500 days. The number of countries covered by the Division increased by 7 per cent during the biennium, and security plans were reviewed and endorsed for 147 of 185 countries, or 79.5 per cent (biennial target: 95 per cent). There are no security plans for countries in which there is no established United Nations presence. Various security issues are addressed in country security plans, and those plans have been instrumental in carrying out emergency medical evacuations, operating the warden system and responding to other unique security issues at various duty stations.

*(c) Enhanced security management system*

1026. Since the introduction of the new security risk management policy in April 2016, the determination of security levels is now embedded in the security risk management process. Of the 567 actual security risk management areas, 488 areas, or 86 per cent, were completed and endorsed (biennial target: 100 per cent). In order to ensure adequate or additional support of operations in 125 countries where the Department of Safety and Security is present, 22 areas provide additional regional coverage to 56 countries where there is no security professional and where the United Nations Security Management System carries out programme activities. The Department conducted 1,913 security missions to support the country-specific United Nations Security Management Systems, of which 252 were carried out in countries where the United Nations is present but the Department is not.

### Component 2
### Field support

*(a) Strengthened capacity of staff of the United Nations system to manage critical-incident stress*

1027. The Critical Incident Stress Management Unit continued to respond to the psychosocial needs of United Nations personnel during emergencies and to build the capacities and preparedness of United Nations country offices for the management of stress and critical incidents. The Unit provided stress management training to 96 per cent of staff members and dependants in the field (biennial target: 96 per cent) and conducted certification training on crisis and critical incident stress management, reaching 201 counsellors (biennial target: 130). Some 97 per cent of affected United Nations staff (biennial target: 97 per cent) received emotional first aid and psychological damage control following reported critical incidents. Globally, the Unit conducted 8,886 counselling sessions, provided technical advice to 922 managers system-wide, trained 8,093 staff on stress and building resilience and trained 263 peer helpers. The Unit deployed 13 counsellors to countries during emergencies, including attacks on United Nations camps, explosions, natural disasters, hostage incidents and political/civil unrest.

*(b) Strengthened capacity among the United Nations security management system, managers (designated officials, security management team members) and United Nations personnel*

1028. The programme continued to design and deliver safety and security training to managers with security responsibilities, as well as United Nations and security personnel. Several learning programmes were delivered in instructor-led and online courses, and a blended approach of online and instructor-led components was increasingly used. Training participation included 100 per cent of chief security advisers (biennial target: 100 per cent), 75 per cent of targeted security professionals in the intermediate training programme (biennial target: 100 per cent), 100 per cent of targeted security professionals in the security certification programme (biennial target: 100 per cent), 65 per cent of designated officials (biennial target: 100 per cent), 85 per cent of security management team officials and designated officials ad interim (biennial target: 95 per cent) and 75 per cent of local security assistants (biennial target: 95 per cent). During the biennium, new programmes were developed, including an online course on active shooters and an executive management programme for Department of Safety and Security staff members in managerial positions, which has partially replaced the intermediate training programme, accounting for the lower indicator. A training needs analysis that feeds into a new training strategy has been completed and is expected to be delivered in 2018. The training-of-trainers courses were standardized to improve the delivery of security training. Operational constraints and staff movements among the target audience were the reasons that the targets were not fully met during the biennium.

*(c) Capacity to locate staff and to provide members of the security management system with relevant security information*

1029. The agencies, funds, programmes and organizations of the United Nations Security Management System have increased compliance with respect to the requirements of staff tracking. This has resulted in increased use of the security clearance system, which has, in turn, improved the data on personnel available to the departments in case of emergencies. Ninety-six per cent of staff and eligible dependants (biennial target: 96 per cent) can be located in the travel request information process system at any given moment at all United Nations locations worldwide. Approximately 96 per cent of staff with responsibilities in the security management system (biennial target: 96 per cent) have access to information management tools provided by the Department.

### *(d) Improved capacity to provide aviation risk management services relating to the suitability and use of air operators worldwide for operational planning*

1030. The Department's Aviation Risk Management Office continued to develop and enhance processes and procedures to assess global air operators and to communicate the results to stakeholders. The Office has addressed an estimated 55,000 queries through online services, with an additional 1,900 queries addressed through direct interaction. The queries were addressed within an estimated 72 hours (biennial target: 72 hours). During the reporting period, an independent review of the air travel policy and the functions of the Office was undertaken and, as a result, the policy and processes are being reviewed. Consultation with the Aviation Technical Advisory Group was reinforced to harmonize United Nations aviation safety standards.

## Annex

## Status of implementation of General Assembly resolutions on administrative and budgetary matters

| *General Assembly* | | *Documents* | | |
|---|---|---|---|---|
| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| *Seventieth session* | | | | |
| 131. Financial reports and audited financial statements, and reports of the Board of Auditors | 70/238 B: Financial reports and audited financial statements, and reports of the Board of Auditors | Note by the Secretary-General transmitting the report of the Board of Auditors on the strategic heritage plan of the United Nations Office at Geneva (A/70/569) and report of the Secretary-General on the implementation of the recommendations of the Board of Auditors contained in its report on the strategic heritage plan of the United Nations Office at Geneva (A/70/585) | A/71/403, A/71/403/Corr.1 | Yes |
| | | Note by the Secretary-General transmitting the report of the Board of Auditors on progress in the handling of information and communications technology affairs in the Secretariat (A/70/581) and report of the Secretary-General on the implementation of the recommendations of the Board of Auditors contained in its report on progress in the handling of information and communications technology affairs in the Secretariat (A/70/607) | A/71/331/Add.2 | Yes; the Board of Auditors indicated (A/71/5 (Vol. I), chap. II, para. 338) that it would undertake a full review of progress when planned ICT policies and procedures have been approved and have had time to be embedded (potentially in 2017); the Administration indicated that it would include a detailed update on implementation of the Board's recommendations in the next report of the |

| General Assembly | | Documents | | |
|---|---|---|---|---|
| Agenda item | Resolution | Reviewed by the Fifth Committee | Submitted pursuant to resolution | Resolution provisions implemented (yes/no/comments) |
| | | | | Secretary-General on the ICT strategy |
| | 70/238 C: Financial reports and audited financial statements, and reports of the Board of Auditors | Financial report and audited financial statements and report of the Board of Auditors on United Nations peacekeeping operations (A/70/5 (Vol. II), report of the Secretary-General on the implementation of the recommendations of the Board of Auditors (A/70/724) and related report of the Advisory Committee on Administrative and Budgetary Questions (A/70/803) | A/71/801 | Yes |
| 132. Review of the efficiency of the administrative and financial functioning of the United Nations | 70/255: Progress towards an accountability system in the United Nations Secretariat | Fifth progress report of the Secretary-General on the accountability system in the United Nations Secretariat (A/70/668) | A/71/729 | All relevant provisions have been addressed except for the following: "Requests the Secretary-General to develop a clear, transparent and precise set of guidelines and parameters, aimed at defining areas of responsibility, in particular for senior managers, as well as non-compliance in respect of those areas of responsibility". As part of the Secretary-General's management reform proposal, the Secretariat plans to issue comprehensive management accountability guidance that will reflect |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | | | | the strengthened accountability system, including areas of responsibility and corrective actions to be taken in cases of non-compliance. There will also be specific guidance materials produced for the different areas of delegation of authority. It should also be noted that the provision related to a detailed action plan for the implementation of results-based management is being addressed in the accountability report for consideration at the second part of the resumed seventy-second rather than in the report that was considered at the seventy-first session |
| 134. Proposed programme budget for the biennium 2016–2017 | 70/248 B: Special subjects relating to the programme budget for the biennium 2016–2017 | | | |
| | Sect. I: Strengthening property management at the United Nations Secretariat | Report of the Secretary-General on strengthening property management at the United Nations Secretariat (A/69/400) | A/72/492/Add.2 | Yes |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | Sect. II: Progress in the implementation of the organizational resilience management system | Report of the Secretary-General on progress in the implementation of the organizational resilience management system (A/70/660) | To be submitted during the first part of the resumed seventy-third session | The Office of Central Support Services had explained that the organizational resilience management system was not a programme but a management system. Therefore, the coordination costs provided in the report of the Secretary-General (A/70/660) are the direct costs incurred by working under the organizational resilience management system framework, instead of in silos. The report of the Secretary-General to be submitted to the Assembly at the first part of its resumed seventy-third session will provide information about the progress made in emergency management by applying the organizational resilience management system. As requested by the Assembly, the Secretary-General continues efforts to secure sufficient coverage at a reasonable cost for all United Nations locations, taking into consideration the ongoing risk-mitigation efforts developed and implemented under the |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | | | | framework of the organizational resilience management system |
| | Sect. III: Managing after-service health insurance liabilities | Report of the Secretary-General on managing after-service health insurance liabilities (A/70/590) | A/71/698,<br>A/71/698/Corr.1 | Yes; the Working Group on After-Service Health Insurance was maintained and specific proposals were submitted to the Assembly |
| | Sect. IV: Revised estimates relating to the programme budget for the biennium 2016–2017 under sections 27, Humanitarian assistance, and 36, Staff assessment: United Nations Monitoring Mechanism | Report of the Secretary-General on revised estimates relating to the programme budget for the biennium 2016–2017 under sections 27, Humanitarian assistance, and 36, Staff assessment: United Nations Monitoring Mechanism (A/70/726 and A/70/726/Corr.1) | None requested | Not applicable |
| | Sect. V: Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council | Report of the Secretary-General on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council concerning the Office of the Special Adviser to the Secretary-General (A/70/348/Add.8 and A/70/348/Add.8/Corr.1) | A/71/365,<br>A/71/365/Add.1,<br>A/71/365/Add.2,<br>A/71/365/Add.3,<br>A/71/365/Add.4,<br>A/71/365/Add.5,<br>A/71/365/Add.6,<br>A/71/365/Add.7,<br>A/71/365/Add.7/Corr.1 | Yes |
| | Sect. VI: Strategic capital review | Report of the Secretary-General on the strategic capital review (A/70/697) | A/71/333,<br>A/71/333/Corr.1 | Yes; lessons learned on capital projects were incorporated, and the Office of Central Support Services had a central role |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | | | | in coordination and oversight |
| | 70/248 C: Special subjects relating to the programme budget for the biennium 2016–2017 | | | |
| | Sect. I: Supporting the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development | Report of the Secretary-General on supporting the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (A/70/794) | A/71/534 | Yes |
| | Sect. II: Revised estimates relating to the programme budget for the biennium 2016–2017 on the future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations under sections 3, Political affairs, 29D, Office of Central Support Services, and 36, Staff assessment | Report of the Secretary-General on the revised estimates relating to the report of the Secretary-General on the future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations, section 3, Political affairs, section 29D, Office of Central Support Services, and section 36, Staff assessment (A/70/745) | None requested | Not applicable |
| 139. Human resources management | 70/256: Amendments to the Staff Regulations and Rules | Report of the Secretary-General on amendments to the Staff Regulations and Rules (A/70/746) | To be submitted to the Assembly at its seventy-third session | Yes; see ST/SGB/2018/1 |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| 140. Joint Inspection Unit | 70/257: Joint Inspection Unit | Note by the Secretary-General on the report of the Joint Inspection Unit for 2015 (A/70/716) and report of the Joint Inspection Unit for 2015 and programme of work for 2016 (A/70/34) | A/71/34, A/71/34/Corr.1, A/71/779 | Yes |
| 146. Financing of the International Residual Mechanism for Criminal Tribunals | 70/258: Construction of a new facility for the International Residual Mechanism for Criminal Tribunals, Arusha branch | Report of the Secretary-General on construction of a new facility for the International Residual Mechanism for Criminal Tribunals, Arusha branch (A/70/698) | A/71/753 | Yes; the Office of Central Support Services continues to provide technical guidance and advice to the Mechanism on the project |
| 148. Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations | 70/286: Cross-cutting issues | Reports of the Secretary-General on: overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2014 to 30 June 2015 and budget for the period from 1 July 2016 to 30 June 2017 (A/70/749); special measures for protection from sexual exploitation and sexual abuse (A/70/729); and the future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations (A/70/357-S/2015/682) | Overview, A/71/809; peacekeeping mission reports: UNLB, A/71/828 and A/71/689; Regional Service Centre, A/71/835; UNISFA, A/71/767 and A/71/624; MINUSCA, A/71/819 and A/71/651; UNOCI, A/71/599 and A/71/732; UNFICYP, A/71/763 and A/71/580; MONUSCO, A/71/832 and A/71/674; MINUSTAH, A/71/787 and A/71/679; UNMIK, A/71/759, A/71/759/Corr.1, A/71/759/Corr.2 and A/71/615; UNMIL, A/71/847 and A/71/645; MINUSMA, A/71/842 and A/71/690; UNDOF, A/71/781 and A/71/631; | Yes |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | | | UNIFIL, A/71/765, A/71/765/Corr.1 and A/71/640; UNMISS, A/71/841 and A/71/653; MINURSO, A/71/760, A/71/760/Corr.1 and A/71/639; UNAMID, A/71/775 and A/71/642; UNSOS, A/71/788 and A/71/630 | |
| | 70/287: Support account for peacekeeping operations | Reports of the Secretary-General on the budget performance of the support account for peacekeeping operations for the period from 1 July 2014 to 30 June 2015 (A/70/612 and A/70/612/Add.1) and on the budget for the support account for peacekeeping operations for the period from 1 July 2016 to 30 June 2017 (A/70/751) | A/71/726, A/71/726/Add.1, A/71/806 | Yes |
| | 70/288: Financing of the United Nations Logistics Base at Brindisi, Italy | Reports of the Secretary-General on the budget performance of UNLB for the period from 1 July 2014 to 30 June 2015 (A/70/609) and on the budget for UNLB for the period from 1 July 2016 to 30 June 2017 (A/70/779) | A/71/828, A/71/689 | Yes |
| | 70/289: Financing of the Regional Service Centre in Entebbe, Uganda | Report of the Secretary-General on the budget for the Regional Service Centre for the period from 1 July 2016 to 30 June 2017 (A/70/754) | A/71/835 | Yes |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| 149. Financing of the United Nations Interim Security Force for Abyei | 70/269: Financing of the United Nations Interim Security Force for Abyei | Reports of the Secretary-General on the budget performance of UNISFA for the period from 1 July 2014 to 30 June 2015 (A/70/574) and on the budget for UNISFA for the period from 1 July 2016 to 30 June 2017 (A/70/701) | A/71/624, A/71/767, A/71/876 | Yes |
| 150. Financing of the United Nations Mission in the Central African Republic and Chad | 70/270: Financing of the United Nations Mission in the Central African Republic and Chad | Final performance report of the Secretary-General on MINURCAT (A/70/559) | A/71/652, A/71/726, A/71/726/Add.1 | Yes |
| 151. Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic | 70/271: Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic | Reports of the Secretary-General on the budget performance of MINUSCA for the period from 1 July 2014 to 30 June 2015 (A/70/604) and on the budget for MINUSCA for the period from 1 July 2016 to 30 June 2017 (A/70/712) | A/71/819, A/71/651 | Yes |
| 152. Financing of the United Nations Operation in Côte d'Ivoire | 70/272: Financing of the United Nations Operation in Côte d'Ivoire | Reports of the Secretary-General on the budget performance of UNOCI for the period from 1 July 2014 to 30 June 2015 (A/70/586) and on the budget for UNOCI for the period from 1 July 2016 to 30 June 2017 (A/70/753) | A/71/599, A/71/732 | Yes |
| 153. Financing of the United Nations Peacekeeping Force in Cyprus | 70/273: Financing of the United Nations Peacekeeping Force in Cyprus | Reports of the Secretary-General on the budget performance of UNFICYP for the period from 1 July 2014 to 30 June 2015 (A/70/580) and on the budget for UNFICYP for the period from 1 July 2016 to 30 June 2017 (A/70/717) | A/71/580, A/71/763 | Yes |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| 154. Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo | 70/274: Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo | Reports of the Secretary-General on the budget performance of MONUSCO for the period from 1 July 2014 to 30 June 2015 (A/70/613) and on the budget for MONUSCO for the period from 1 July 2016 to 30 June 2017 (A/70/766) | A/71/674, A/71/832 | Yes |
| 156. Financing of the United Nations Integrated Mission in Timor-Leste | 70/275: Financing of the United Nations Integrated Mission in Timor-Leste | Final performance report of the Secretary-General on UNMIT (A/70/560) | A/71/652 | Yes |
| 157. Financing of the United Nations Stabilization Mission in Haiti | 70/276: Financing of the United Nations Stabilization Mission in Haiti | Reports of the Secretary-General on the budget performance of MINUSTAH for the period from 1 July 2014 to 30 June 2015 (A/70/602) and on the budget for MINUSTAH for the period from 1 July 2016 to 30 June 2017 (A/70/740) | A/71/679, A/71/787 | Yes |
| 158. Financing of the United Nations Interim Administration Mission in Kosovo | 70/277: Financing of the United Nations Interim Administration Mission in Kosovo | Reports of the Secretary-General on the budget performance of UNMIK for the period from 1 July 2014 to 30 June 2015 (A/70/566) and on the budget for UNMIK for the period from 1 July 2016 to 30 June 2017 (A/70/707) | A/71/759,<br>A/71/759/Corr.1,<br>A/71/759/Corr.2,<br>A/71/615 | Yes |
| 159. Financing of the United Nations Mission in Liberia | 70/278: Financing of the United Nations Mission in Liberia | Reports of the Secretary-General on the budget performance of UNMIL for the period from 1 July 2014 to 30 June 2015 (A/70/595) and on the budget for UNMIL for the period from 1 July 2016 to 30 June 2017 (A/70/719) | A/71/645, A/71/847 | Yes |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| 160. Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali | 70/113 B: Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali | Reports of the Secretary-General on the budget performance of MINUSMA for the period from 1 July 2014 to 30 June 2015 (A/70/592) and on the budget for MINUSMA for the period from 1 July 2016 to 30 June 2017 (A/70/735/Rev.1) | A/71/842, A/71/690 | Yes |
| 161. Financing of the United Nations peacekeeping forces in the Middle East | | | | |
| (a) United Nations Disengagement Observer Force | 70/279: Financing of the United Nations Disengagement Observer Force | Reports of the Secretary-General on the budget performance of UNDOF for the period from 1 July 2014 to 30 June 2015 (A/70/572) and on the budget for UNDOF for the period from 1 July 2016 to 30 June 2017 (A/70/695) | A/71/631, A/71/781 | Yes |
| (b) United Nations Interim Force in Lebanon | 70/280: Financing of the United Nations Interim Force in Lebanon | Reports of the Secretary-General on the budget performance of UNIFIL for the period from 1 July 2014 to 30 June 2015 (A/70/571) and on the budget for UNIFIL for the period from 1 July 2016 to 30 June 2017 (A/70/699) | A/71/640, A/71/765, A/71/765/Corr.1 | Yes |
| 162. Financing of the United Nations Mission in South Sudan | 70/281: Financing of the United Nations Mission in South Sudan | Reports of the Secretary-General on the budget performance of UNMISS for the period from 1 July 2014 to 30 June 2015 (A/70/599) and on the budget for UNMISS for the period from 1 July 2016 to 30 June 2017 (A/70/791) | A/71/653, A/71/841 | Yes |

| *General Assembly* | | *Documents* | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| 163. Financing of the United Nations Supervision Mission in the Syrian Arab Republic | 70/282: Financing of the United Nations Supervision Mission in the Syrian Arab Republic | Final performance report of the Secretary-General on UNSMIS (A/70/564) | A/71/652 | Yes |
| 164. Financing of the United Nations Mission for the Referendum in Western Sahara | 70/283: Financing of the United Nations Mission for the Referendum in Western Sahara | Reports of the Secretary-General on the budget performance of MINURSO for the period from 1 July 2014 to 30 June 2015 (A/70/570) and on the budget for MINURSO for the period from 1 July 2016 to 30 June 2017 (A/70/696) | A/71/639, A/71/760, A/71/760/Corr.1 | Yes |
| 165. Financing of the African Union-United Nations Hybrid Operation in Darfur | 70/284: Financing of the African Union-United Nations Hybrid Operation in Darfur | Reports of the Secretary-General on the budget performance of UNAMID for the period from 1 July 2014 to 30 June 2015 (A/70/583) and on the budget for UNAMID for the period from 1 July 2016 to 30 June 2017 (A/70/730) | A/71/642, A/71/775 | Yes |
| 166. Financing of the activities arising from Security Council resolution 1863 (2009) | 70/285: Financing of the activities arising from Security Council resolution 1863 (2009) | Reports of the Secretary-General on the budget performance of UNSOA for the period from 1 July 2014 to 30 June 2015 (A/70/587) and on the budget for UNSOS for the period from 1 July 2016 to 30 June 2017 (A/70/773) | A/71/630, A/71/788 | Yes; however with respect to the request in paragraph 3 of the resolution, in which the Secretary-General was requested to ensure that UNSOA continues to support the political process and the preparation by the Government for an election and to report thereon in the next budget submission, this information was provided in the budget |

| *General Assembly* | | *Documents* | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | | | | proposal for UNSOM 2017/18 (A/71/365/Add.3) rather than in that for UNSOA |
| *Seventy-first session* | | | | |
| 132. Financial reports and audited financial statements, and reports of the Board of Auditors | 71/261 A: Financial reports and audited financial statements, and reports of the Board of Auditors | Financial reports and audited financial statements for the year ended 31 December 2015 and reports of the Board of Auditors (A/71/5 (Vol. I), A/71/5 (Vol. III), A/71/5 (Vol. IV), A/71/5 (Vol. V), A/71/5/Add.1, A/71/5/Add.2, A/71/5/Add.3, A/71/5/Add.4, A/71/5/Add.5, A/71/5/Add.6, A/71/5/Add.7, A/71/5/Add.8, A/71/5/Add.9, A/71/5/Add.10, A/71/5/Add.11, A/71/5/Add.12, A/71/5/Add.13, A/71/5/Add.14, A/71/5/Add.15 and A/71/5/Add.16); note by the Secretary-General transmitting the concise summary of the principal findings and conclusions contained in the reports of the Board for 2015 (A/71/558); reports of the Secretary-General on the implementation of the recommendations of the Board contained in its reports for 2015 on: the capital master plan (A/71/331); the United Nations funds and programmes (A/71/331/Add.1 (Part I) and A/71/331/Add.1 (Part II)); and the United Nations (A/71/331/Add.2); | A/72/355,<br>A/72/355/Add.1 | Yes |

| *General Assembly* | | *Documents* | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | | report of the Secretary of the United Nations Joint Staff Pension Board on the implementation of the recommendations of the Board of Auditors contained in its report for 2015 on the United Nations Joint Staff Pension Fund (A/71/397); and report of the Advisory Committee on Administrative and Budgetary Questions on financial reports and audited financial statements and reports of the Board of Auditors for 2015 (A/71/669) | | |
| | 71/261 B: Financial reports and audited financial statements, and reports of the Board of Auditors | Financial report and audited financial statements for the 12-month period from 1 July 2015 to 30 June 2016 and the report of the Board of Auditors on the United Nations peacekeeping operations (A/71/5 (Vol. II)); report of the Secretary-General on the implementation of the recommendations of the Board of Auditors concerning United Nations peacekeeping operations for the financial period ended 30 June 2016 (A/71/801); and related report of the Advisory Committee on Administrative and Budgetary Questions (A/71/845) | A/72/756 | Yes |
| 133. Review of the efficiency of the administrative and financial functioning of the United Nations | 71/274: Proposed programme budget outline for the biennium 2018–2019 | Report of the Secretary-General on the proposed programme budget outline for the biennium 2018–2019 (A/71/428) | None requested | No action required |

| General Assembly | | Documents | | |
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| Agenda item | Resolution | Reviewed by the Fifth Committee | Submitted pursuant to resolution | Resolution provisions implemented (yes/no/comments) |
| | 71/283: Progress towards an accountability system in the United Nations Secretariat | Sixth progress report of the Secretary-General on the accountability system in the United Nations Secretariat (A/71/729) and notes by the Secretary-General transmitting the report of the Joint Inspection Unit on fraud prevention, detection and response in United Nations system organizations (A/71/731) and his comments and those of CEB thereon (A/71/731/Add.1) | To be submitted to the Assembly at its resumed seventy-second session | Yes, except for the request in paragraph 8 of the resolution, in which the Secretary-General was requested to update the legal instruments for engaging third parties, such as vendors and implementing partners, with particular attention to anti-fraud clauses and provisions, the implementation of which is still in progress. The functionality to ensure a standard template for agreements with implementing partners is within the scope of the grants management module of Umoja Extension 2, the implementation of which will be in place by the end of 2018 |
| 134. Programme budget for the biennium 2016–2017 | 71/272 A: Special subjects relating to the programme budget for the biennium 2016–2017 | | | |
| | Sect. I: International Public Sector Accounting Standards | Ninth progress report of the Secretary-General on the adoption of the International Public Sector Accounting Standards by the United Nations (A/71/226) | A/72/213 | Yes |

| | General Assembly | Documents | | |
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| Agenda item | Resolution | Reviewed by the Fifth Committee | Submitted pursuant to resolution | Resolution provisions implemented (yes/no/comments) |
| | Sect. II: Subvention to the Extraordinary Chambers in the Courts of Cambodia | Report of the Secretary-General on the request for a subvention to the Extraordinary Chambers in the Courts of Cambodia (A/71/338) | To be submitted to the Assembly at its seventy-third session | Not applicable |
| | Sect. III: Request for a subvention to the Residual Special Court for Sierra Leone | Report of the Secretary-General on the use of the commitment authority and the request for a subvention to the Residual Special Court for Sierra Leone (A/71/386, A/71/386/Corr.1 and A/71/386/Corr.2) | To be submitted to the Assembly at its seventy-third session | Not applicable |
| | Sect. IV: Seismic mitigation retrofit and life-cycle replacements project at the Economic and Social Commission for Asia and the Pacific premises in Bangkok | Report of the Secretary-General on the proposal for the seismic mitigation retrofit and life-cycle replacements project at the Economic and Social Commission for Asia and the Pacific premises in Bangkok (A/71/333 and A/71/333/Corr.1) | A/72/338 and A/72/338/Corr.1 | Lessons learned on capital projects are incorporated, and the Office of Central Support Services has assumed a central role in coordination and oversight |
| | Sect. V: Progress in the construction of new office facilities at the Economic Commission for Africa in Addis Ababa, and update on the renovation of conference facilities, including Africa Hall | Report of the Secretary-General on progress in the construction of new office facilities at the Economic Commission for Africa in Addis Ababa, and update on the renovation of conference facilities, including Africa Hall (A/71/370) | A/72/374 | As explained in the report of the Secretary-General (A/72/374), lessons learned on capital projects are incorporated, and the Office of Central Support Services has assumed a central role in coordination and oversight |
| | Sect. VI: Conditions of service and compensation for officials other than Secretariat officials | Report of the Secretary-General on conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice, President and judges of | To be submitted to the Assembly at its seventy-fourth session | Review of the conditions of service is ongoing by the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee. In its |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | | the International Residual Mechanism for Criminal Tribunals and judges and ad litem judges of the International Tribunal for the Former Yugoslavia (A/71/201) | | decision 69/553 A, the General Assembly deferred to the seventy-first session its consideration of the recommendations on the pension schemes for the members of the International Court of Justice and the judges of the two Tribunals, as proposed in reports of the Secretary-General (A/66/617) and the Advisory Committee (A/66/709) and in the letter from the President of the International Court of Justice addressed to the President of the Assembly (A/66/726). A review of the pension fund scheme for judges is ongoing |
| | Sect. VII: Revised estimates resulting from the decisions contained in General Assembly resolution 70/290, entitled "High-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants" | Report of the Secretary-General on revised estimates resulting from the decisions contained in General Assembly resolution 70/290, entitled "High-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants" (A/71/345) | None requested | Not applicable |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | Sect. VIII: Revised estimates relating to the programme budget for the biennium 2016–2017 under section 7, International Court of Justice | Report of the Secretary-General on revised estimates relating to the programme budget for the biennium 2016–2017 under section 7, International Court of Justice (A/71/560) | None requested | Not applicable |
| | Sect. X: Administrative and financial implications of the decisions and recommendations contained in the report of the International Civil Service Commission for the year 2016 | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the General Assembly on administrative and financial implications of the decisions and recommendations contained in the report of ICSC for the year 2016 (A/C.5/71/3) | None requested | Not applicable |
| | Sect. XI: First performance report on the programme budget for the biennium 2016–2017 | First performance report of the Secretary-General on the programme budget for the biennium 2016–2017 (A/71/576) | None requested | Not applicable |
| | Sect. XII: Supporting the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development | Report of the Secretary-General on supporting the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (A/71/534) | None requested | Yes |
| | Sect. XIII: Revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council during 2016 | Report of the Secretary-General on revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council during 2016 (A/71/401 and A/71/401/Add.1) | None requested | Not applicable |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | Sect. XIV: Enterprise resource planning project, Umoja | Eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390) and note by the Secretary-General transmitting the fifth annual progress report of the Board of Auditors on the implementation of the enterprise resource planning system (A/71/180) | A/72/397 | Yes |
| | Sect. XV: Revised estimates resulting from resolutions and decisions adopted by the Human Rights Council at its thirty-first, thirty-second and thirty-third sessions and twenty-fourth special session | Report of the Secretary-General on revised estimates resulting from resolutions and decisions adopted by the Human Rights Council at its thirty-first, thirty-second and thirty-third sessions and twenty-fourth special session (A/71/623) | None requested | Not applicable |
| | Sect. XVI: Progress on the implementation of a flexible workplace at United Nations Headquarters | Report of the Secretary-General on the progress on the implementation of a flexible workplace at United Nations Headquarters (A/70/708) | A/72/379 | Yes |
| | Sect. XVII: Global service delivery model for the United Nations Secretariat | Report of the Secretary-General on the global service delivery model for the United Nations Secretariat (A/71/417) | To be submitted to the Assembly at its resumed seventy-second session | All relevant provisions of the Assembly resolution will be addressed in the forthcoming report |
| | Sect. XVIII: Strategic heritage plan of the United Nations Office at Geneva | Third annual progress report of the Secretary-General on the strategic heritage plan of the United Nations Office at Geneva (A/71/403 and A/71/403/Corr.1) | A/72/521 | Yes |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | Sect. XIX: Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council | Reports of the Secretary-General on the estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (A/71/365, A/71/365/Add.1, A/71/365/Add.2, A/71/365/Add.3, A/71/365/Add.4, A/71/365/Add.5, A/71/365/Add.6, A/71/365/Add.7 and A/71/365/Add.7/Corr.1) | A/72/371 | Yes |
| | 71/272 B: Special subjects relating to the programme budget for the biennium 2016–2017 | | | |
| | Sect. I: Revised estimates relating to the programme budget for the biennium 2016–2017 under sections 27, Humanitarian assistance, and 36, Staff assessment: United Nations Monitoring Mechanism for the Syrian Arab Republic | Report of the Secretary-General on revised estimates relating to the programme budget for the biennium 2016–2017 under sections 27, Humanitarian assistance, and 36, Staff assessment: United Nations Monitoring Mechanism for the Syrian Arab Republic (A/71/761) | None requested | Not applicable |
| | Sect. II: Lessons learned exercise on the coordination activities of the United Nations Mission for Ebola Emergency Response | Report of the Secretary-General on the lessons learned exercise on the coordination activities of the United Nations Mission for Ebola Emergency Response (A/70/737 and A/70/737/Corr.1) | None requested | Yes |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | Sect. III: Status of implementation of the information and communications technology strategy for the United Nations | Report of the Secretary-General on the status of implementation of the information and communications technology strategy for the United Nations (A/71/400) | A/72/755,<br>A/72/755/Rev.1 | Yes |
| | Sect. IV: Managing after-service health insurance | Report of the Secretary-General on managing after-service health insurance (A/71/698 and A/71/698/Corr.1) | None requested | All provisions are being addressed; the Working Group on After-Service Health Insurance has been maintained and further findings and specific proposals will be submitted to the Assembly at its seventy-third session |
| | Sect. V: Proposed United Nations Secretariat contribution to the United Nations Development Group cost-sharing arrangement for the resident coordinator system | Report of the Secretary-General on the proposed United Nations Secretariat contribution to the United Nations Development Group cost-sharing arrangement for the resident coordinator system (A/70/703) | A/72/337,<br>A/72/337/Corr.1 | Yes |
| | Sect. VI: Standards of accommodation for air travel | Report of the Secretary-General on the standards of accommodation for air travel (A/71/741 and A/71/741/Corr.1) | A/72/716 | Some provisions will be addressed in the next report of the Secretary-General, which will be submitted to the Assembly at the first part of its resumed seventy-third session |
| | Sect. VII: Estimates in respect of special political missions, good offices and other political | Reports of the Secretary-General on estimates in respect of special political missions, good offices and other political initiatives | A/72/371 | Yes |

| *General Assembly* | | *Documents* | | |
|---|---|---|---|---|
| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | initiatives authorized by the General Assembly and/or the Security Council | authorized by the General Assembly and/or the Security Council: thematic cluster II — sanctions monitoring teams, groups and panels: Organization for the Prohibition of Chemical Weapons-United Nations Joint Investigative Mechanism (A/71/365/Add.8 and A/71/365/Add.8/Corr.1) and on the lessons learned exercise on the coordination activities of the United Nations Mission for Ebola Emergency Response (A/70/737 and A/70/737/Corr.1) | | |
| 135. Programme planning | 71/6: Programme planning | Report of the Committee for Programme and Coordination on the work of its fifty-sixth session (A/71/16); reports of the Secretary-General on the proposed strategic framework for the period 2018–2019: part one: plan outline (A/71/6 (Part one)) and part two: biennial programme plan (A/71/6 (Prog. 1), A/71/6 (Prog. 2), A/71/6 (Prog. 2)/Corr.1, A/71/6 (Prog. 3), A/71/6 (Prog. 3)/Corr.1, A/71/6 (Prog. 3)/Corr.2, A/71/6 (Prog. 3)/Corr.3, A/71/6 (Prog. 4), A/71/6 (Prog. 5), A/71/6 (Prog. 6), A/71/6 (Prog. 6)/Corr.1, A/71/6 (Prog. 6)/Corr.2, A/71/6 (Prog. 7), A/71/6 (Prog. 8), A/71/6 (Prog. 9), A/71/6 (Prog. 10), A/71/6 (Prog. 11), A/71/6 (Prog. 12), A/71/6 (Prog. 13), A/71/6 (Prog. | None requested | Not applicable |

| General Assembly | | Documents | | |
|---|---|---|---|---|
| Agenda item | Resolution | Reviewed by the Fifth Committee | Submitted pursuant to resolution | Resolution provisions implemented (yes/no/comments) |
| | | 13)/Corr.1, A/71/6 (Prog. 14), A/71/6 (Prog. 15), A/71/6 (Prog. 16), A/71/6 (Prog. 17), A/71/6 (Prog. 18), A/71/6 (Prog. 19), A/71/6 (Prog. 20), A/71/6 (Prog. 21), A/71/6 (Prog. 22), A/71/6 (Prog. 23), A/71/6 (Prog. 24), A/71/6 (Prog. 25)/Rev.1, A/71/6 (Prog. 26), A/71/6 (Prog. 27), A/71/6 (Prog. 27)/Corr.1 and A/71/6 (Prog. 28)); report of the Secretary-General on consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016–2017 (A/71/85); and report of the Secretary-General on the programme performance of the United Nations for the biennium 2014–2015 (A/71/75) | | |
| 137. Pattern of conferences | 71/262: Pattern of conferences | Report of the Committee on Conferences for 2016 (A/71/32) and report of the Secretary-General on the pattern of conferences (A/71/116) | A/72/116 | Yes |
| 138. Scale of assessments for the apportionment of the expenses of the United Nations | 71/2: Scale of assessments for the apportionment of the expenses of the United Nations: requests under Article 19 of the Charter | Report of the Committee on Contributions (A/71/11) and report of the Secretary-General on multi-year payment plans (A/71/73) | None requested | Yes |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| 139. Human resources management | 71/88: Implementation of the new common system compensation package in the United Nations Secretariat | Note by the Secretary-General on the implementation of the new common system compensation package in the United Nations Secretariat (A/70/896 and A/70/896/Corr.1) and conference room paper on the implementation of the new common system compensation package in the United Nations Secretariat (A/C.5/71/CRP.1) | To be submitted to the Assembly at its seventy-third session | Yes |
| | 71/263: Human resources management | | | |
| | Sect. I: Human resources management reform | Reports of the Secretary-General on seconded active-duty military and police personnel (A/71/257) and on the overview of human resources management reform: towards a global, dynamic, adaptable and engaged workforce for the United Nations (A/71/323); notes by the Secretary-General transmitting the reports of the Joint Inspection Unit on succession planning in the United Nations system organizations (A/71/393) and his comments and those of CEB thereon (A/71/393/Add.1); and notes by the Secretary-General transmitting the reports of the Joint Inspection Unit on the use of non-staff personnel and related contractual modalities in the United Nations system organizations (A/70/685) | None requested | The vacancy posting period was reduced from 60 to 45 days (ST/AI/2016/1/Amend.1). The Office of Human Resources Management is working to develop an enhanced human resources management strategy for submission to the Assembly at its seventy-third session |

| General Assembly | | Documents | | |
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| Agenda item | Resolution | Reviewed by the Fifth Committee | Submitted pursuant to resolution | Resolution provisions implemented (yes/no/comments) |
| | | and his comments and those of CEB thereon (A/70/685/Add.1) | | |
| | Sect. II: Mobility | Report of the Secretary-General on the overview of human resources management reform: towards a global, dynamic, adaptable and engaged workforce for the United Nations (A/71/323 and A/71/323/Add.1) | The Secretary-General will submit to the Assembly an update on the implementation of the managed mobility system at its seventy-second session | The Secretary-General will provide an update on the implementation of the managed mobility system in his forthcoming report |
| | Sect. III: Assessment of desirable ranges | Report of the Secretary-General on the overview of human resources management reform: towards a global, dynamic, adaptable and engaged workforce for the United Nations (A/71/323) | The Secretary-General will submit his annual report to the Assembly at its seventy-second session | No. Pursuant to the Assembly's request that the Secretary-General present, no later than at the seventy-third session, proposals for a comprehensive review of the system of desirable ranges, the Office of Human Resources Management is working on this issue and may require further guidance from the Assembly on how to proceed |
| | Sect. IV: Composition of the Secretariat | Reports of the Secretary-General on composition of the Secretariat: staff demographics (A/71/360) and on gratis personnel, retired staff and consultants and individual contractors A/71/360/Add.1) | The Secretary-General will submit his annual report to the Assembly at its seventy-third session | Yes |
| | Sect. V: Practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour | Report of the Secretary-General on the practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour, 1 July 2015 to 30 June 2016 (A/71/186) | A/72/209, A/73/71 | Yes; going forward, the reports will cover a calendar year |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | Sect. VI: Amendments to the Staff Regulations and Rules | Report of the Secretary-General on amendments to the Staff Regulations and Rules (A/71/258) | The Secretary-General will submit his annual report to the Assembly at its seventy-second session | Yes (ST/SGB/2018/1) |
| | Sect. VII: Activities of the Ethics Office | Report of the Secretary-General on activities of the Ethics Office (A/71/334) | Owing to the change of the reporting period, the report of the Secretary-General, covering 1 August 2016 to 31 December 2017, will be submitted to the Assembly at its seventy-third session; the Bureau of the Fifth Committee has been reminded of the change | Yes. In addition, terms of reference (ST/SGB/2005/22 and ST/SGB/2007/11) are being reviewed internally and consultations with relevant offices are ongoing, particularly to update ST/SGB/2017/2/Rev.1 |
| 140. Joint Inspection Unit | 71/281: Joint Inspection Unit | Report of the Joint Inspection Unit for 2016 and programme of work for 2017 (A/71/34 and A/71/34/Corr.1) and note by the Secretary-General on the report of the Joint Inspection Unit for 2016 (A/71/779) | A/72/34, A/72/733 | Yes |
| 141. United Nations common system | 71/264: United Nations common system | Report of ICSC for the year 2016 (A/71/30) and statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly on the administrative and financial implications of the decisions and recommendations contained in the report of the Commission (A/C.5/71/3) | None requested | No action required |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| 144. Report on the activities of the Office of Internal Oversight Services | 71/7: Report on the activities of the Office of Internal Oversight Services | Report of the Independent Audit Advisory Committee on its activities for the period from 1 August 2015 to 31 July 2016 (A/71/295) and report of OIOS on its activities for the period from 1 July 2015 to 30 June 2016 (A/71/337 (Part I) and A/71/337 (Part I)/Add.1/Rev.1) | A/72/330 | Yes |
| 145. Administration of justice at the United Nations | 71/266: Administration of justice at the United Nations | Reports of the Secretary-General on: the activities of the Office of the United Nations Ombudsman and Mediation Services (A/71/157); the findings and recommendations of the Interim Independent Assessment Panel on the system of administration of justice at the United Nations and revised estimates relating to the programme budget for the biennium 2016–2017 (A/71/163); and the administration of justice at the United Nations (A/71/164); report of the Internal Justice Council on the administration of justice at the United Nations (A/71/158); notes by the Secretary-General transmitting: the report of the Interim Independent Assessment Panel on the system of administration of justice at the United Nations (A/71/62/Rev.1); the report of the Joint Inspection Unit on the review of the organizational ombudsman services across the | Forthcoming | Yes, except those related to the informal part of the system |

| *General Assembly* | | *Documents* | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | | United Nations system (A/71/117 and A/71/117/Corr.1); and his comments and those of CEB thereon (A/71/117/Add.1); and letters dated 26 October 2016 from the President of the Assembly to the Chair of the Fifth Committee (A/C.5/71/10 and A/C.5/71/11) | | |
| 146. Financing of the International Criminal Tribunal for the Prosecution of Persons Responsible for Genocide and Other Serious Violations of International Humanitarian Law Committed in the Territory of Rwanda and Rwandan Citizens Responsible for Genocide and Other Such Violations Committed in the Territory of Neighbouring States between 1 January and 31 December 1994 | 71/267: Financing of the International Criminal Tribunal for the Prosecution of Persons Responsible for Genocide and Other Serious Violations of International Humanitarian Law Committed in the Territory of Rwanda and Rwandan Citizens Responsible for Genocide and Other Such Violations Committed in the Territory of Neighbouring States between 1 January and 31 December 1994 | Financial report and audited financial statements for the year ended 31 December 2015 and report of the Board of Auditors on the International Criminal Tribunal for the Prosecution of Persons Responsible for Genocide and Other Serious Violations of International Humanitarian Law Committed in the Territory of Rwanda and Rwandan Citizens Responsible for Genocide and Other Such Violations Committed in the Territory of Neighbouring States between 1 January and 31 December 1994 (A/71/5/Add.13) and final performance report of the Secretary-General on the budget of the International Criminal Tribunal for Rwanda for the biennium 2016–2017: liquidation (A/71/577) | None requested | Not applicable |
| 147. Financing of the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of | 71/268: Financing of the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of | First performance report of the Secretary-General on the International Tribunal for the Former Yugoslavia for the biennium 2016–2017 (A/71/578) | None requested | Not applicable |

| *General Assembly* | | *Documents* | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| International Humanitarian Law Committed in the Territory of the Former Yugoslavia since 1991 | International Humanitarian Law Committed in the Territory of the Former Yugoslavia since 1991 | | | |
| 148. Financing of the International Residual Mechanism for Criminal Tribunals | 71/269: Financing of the International Residual Mechanism for Criminal Tribunals | First performance report of the Secretary-General on the International Residual Mechanism for Criminal Tribunals for the biennium 2016–2017 (A/71/579) | None requested | Not applicable |
| | 71/282: Construction of a new facility for the International Residual Mechanism for Criminal Tribunals, Arusha branch | Report of the Secretary-General on the construction of a new facility for the International Residual Mechanism for Criminal Tribunals, Arusha branch (A/71/753) | None requested | No. The Assembly endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions that the Secretary-General be requested to submit a final report to the Assembly at its seventy-second session. In his report (A/72/734), the Secretary-General informed the Assembly that, owing to construction schedule delays, the final report would be submitted for consideration at the seventy-third session |
| 149. Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations | 71/270: Review of the United Nations Office to the African Union | Report of the Secretary-General on the review of the United Nations Office to the African Union (A/71/551) | Forthcoming | Yes |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | 71/293: Financing of the Regional Service Centre in Entebbe, Uganda | Report of the Secretary-General on the budget for the Regional Service Centre in Entebbe, Uganda, for the period from 1 July 2017 to 30 June 2018 (A/71/835) | A/72/639, A/72/777 | Yes |
| | 71/294: Financing of the United Nations Logistics Base at Brindisi, Italy | Reports of the Secretary-General on the budget performance of UNLB for the period from 1 July 2015 to 30 June 2016 (A/71/689) and on the budget for UNLB for the period from 1 July 2017 to 30 June 2018 (A/71/828) and report of OIOS on its activities: review and evaluation of strategic deployment stocks (A/71/798) | A/72/648, A/72/783 | Yes |
| | 71/295: Support account for peacekeeping operations | Reports of the Secretary-General on the budget performance of the support account for peacekeeping operations for the period from 1 July 2015 to 30 June 2016 (A/71/726 and A/71/726/Add.1) and on the budget for the support account for the period from 1 July 2017 to 30 June 2018 (A/71/806); and report of the Independent Audit Advisory Committee on the proposed budget of OIOS under the support account for peacekeeping operations for the period from 1 July 2017 to 30 June 2018 (A/71/800) | A/72/701,<br>A/72/701/Add.1,<br>A/72/790 | Yes |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | 71/296: Triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment | Letter dated 8 February 2017 from the Chair of the 2017 Working Group on Contingent-Owned Equipment to the Chair of the Fifth Committee (A/C.5/71/20) and report of the Secretary-General on the triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment (A/71/802) | A/72/288 | Yes |
| | 71/297: Special measures for protection from sexual exploitation and abuse | Reports of the Secretary-General on: special measures for protection from sexual exploitation and abuse: a new approach (A/71/818, A/71/818/Corr.1 and A/71/818/Add.1) and on combating sexual exploitation and abuse (A/71/97), and note by the Secretary-General transmitting the report of an independent review on sexual exploitation and abuse by international peacekeeping forces in the Central African Republic (A/71/99) | A/72/751, A/72/751/Corr.1 | Yes |
| 150. Financing of the United Nations Interim Security Force for Abyei | 71/298: Financing of the United Nations Interim Security Force for Abyei | Reports of the Secretary-General on the budget performance of UNISFA for the period from 1 July 2015 to 30 June 2016 (A/71/624) and on the budget for UNISFA for the period from 1 July 2017 to 30 June 2018 (A/71/767) | A/72/644, A/72/730 | Yes |

| *General Assembly* | | *Documents* | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| 151. Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic | 71/299: Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic | Reports of the Secretary-General on the budget performance of MINUSCA for the period from 1 July 2015 to 30 June 2016 (A/71/651) and on the budget for MINUSCA for the period from 1 July 2017 to 30 June 2018 (A/71/819) | A/72/637, A/72/779 | Yes |
| 152. Financing of the United Nations Operation in Côte d'Ivoire | 71/271 A: Financing of the United Nations Operation in Côte d'Ivoire | Report of the Secretary-General on the revised budget for UNOCI for the period from 1 July 2016 to 30 June 2017 (A/71/599) | A/72/655 | Yes |
| | 71/271 B: Financing of the United Nations Operation in Côte d'Ivoire | Report of the Secretary-General on the budget performance of UNOCI for the period from 1 July 2015 to 30 June 2016 (A/71/732) | A/72/655 | Yes |
| 153. Financing of the United Nations Peacekeeping Force in Cyprus | 71/300: Financing of the United Nations Peacekeeping Force in Cyprus | Reports of the Secretary-General on the budget performance of UNFICYP for the period from 1 July 2015 to 30 June 2016 (A/71/580) and on the budget for UNFICYP for the period from 1 July 2017 to 30 June 2018 (A/71/763) | A/72/628, A/72/735 | Yes |
| 154. Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo | 71/301: Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo | Reports of the Secretary-General on the budget performance of MONUSCO for the period from 1 July 2015 to 30 June 2016 (A/71/674) and on the budget for MONUSCO for the period from 1 July 2017 to 30 June 2018 (A/71/832) | A/72/638,<br>A/72/638/Corr.1,<br>A/72/778, A/72/784,<br>A/72/784/Add.1 | Yes |

| *General Assembly* | | *Documents* | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| 156. Financing of the United Nations Stabilization Mission in Haiti | 71/302: Financing of the United Nations Stabilization Mission in Haiti | Reports of the Secretary-General on the budget performance of MINUSTAH for the period from 1 July 2015 to 30 June 2016 (A/71/679) and on the budget for MINUSTAH for the period from 1 July 2017 to 30 June 2018 (A/71/787) | A/72/689 | Yes |
| 157. Financing of the United Nations Interim Administration Mission in Kosovo | 71/303: Financing of the United Nations Interim Administration Mission in Kosovo | Reports of the Secretary-General on the budget performance of UNMIK for the period from 1 July 2015 to 30 June 2016 (A/71/615) and on the budget for UNMIK for the period from 1 July 2017 to 30 June 2018 (A/71/759, A/71/759/Corr.1 and A/71/759/Corr.2) | A/72/622, A/72/718 | Yes |
| 158. Financing of the United Nations Mission in Liberia | 71/304: Financing of the United Nations Mission in Liberia | Reports of the Secretary-General on the budget performance of UNMIL for the period from 1 July 2015 to 30 June 2016 (A/71/645) and on the budget for UNMIL for the period from 1 July 2017 to 30 June 2018 (A/71/847) | A/72/640 | Yes |
| 159. Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali | 71/305: Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali | Reports of the Secretary-General on the budget performance of MINUSMA for the period from 1 July 2015 to 30 June 2016 (A/71/690) and on the budget for MINUSMA for the period from 1 July 2017 to 30 June 2018 (A/71/842) | A/72/663, A/72/746 | Yes |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| 160 Financing of the United Nations peacekeeping forces in the Middle East | | | | |
| (a) United Nations Disengagement Observer Force | 71/306: Financing of the United Nations Disengagement Observer Force | Reports of the Secretary-General on the budget performance of UNDOF for the period from 1 July 2015 to 30 June 2016 (A/71/631) and on the budget for UNDOF for the period from 1 July 2017 to 30 June 2018 (A/71/781) | A/72/633, A/72/719 | Yes |
| (b) United Nations Interim Force in Lebanon | 71/307: Financing of the United Nations Interim Force in Lebanon | Reports of the Secretary-General on the budget performance of UNIFIL for the period from 1 July 2015 to 30 June 2016 (A/71/640) and on the budget for UNIFIL for the period from 1 July 2017 to 30 June 2018 (A/71/765 and A/71/765/Corr.1) | A/72/630, A/72/776 | Yes |
| 161. Financing of the United Nations Mission in South Sudan | 71/308: Financing of the United Nations Mission in South Sudan | Reports of the Secretary-General on the budget performance of UNMISS for the period from 1 July 2015 to 30 June 2016 (A/71/653) and on the budget for UNMISS for the period from 1 July 2017 to 30 June 2018 (A/71/841) | A/72/674, A/72/792 | Not applicable |
| 162. Financing of the United Nations Mission for the Referendum in Western Sahara | 71/309: Financing of the United Nations Mission for the Referendum in Western Sahara | Reports of the Secretary-General on the budget performance of MINURSO for the period from 1 July 2015 to 30 June 2016 (A/71/639) and on the budget for MINURSO for the period from 1 July 2017 to 30 June 2018 (A/71/760 and A/71/760/Corr.1) | A/72/623, A/72/731 | Yes |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| 163. Financing of the African Union-United Nations Hybrid Operation in Darfur | 71/310: Financing of the African Union-United Nations Hybrid Operation in Darfur | Reports of the Secretary-General on the budget performance of UNAMID for the period from 1 July 2015 to 30 June 2016 (A/71/642) and on the budget for UNAMID for the period from 1 July 2017 to 30 June 2018 (A/71/775) | A/72/563, A/72/687 | Yes |
| 164. Financing of the activities arising from Security Council resolution 1863 (2009) | 71/311: Financing of the activities arising from Security Council resolution 1863 (2009) | Reports of the Secretary-General on the budget performance of UNSOA for the period from 1 July 2015 to 30 June 2016 (A/71/630) and on the budget for UNSOS for the period from 1 July 2017 to 30 June 2018 (A/71/788) | A/72/650, A/72/763 | Yes |
| *Implications for the programme budget for the biennium 2016–2017 of draft resolutions introduced at the seventy-first session* | | | | |
| 134. Programme budget for the biennium 2016–2017 | 71/258: Taking forward multilateral nuclear disarmament negotiations | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly: taking forward multilateral nuclear disarmament negotiations (A/C.5/71/12) | None requested | Not applicable |
| | 71/259: Treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly: treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices (A/C.5/71/13) | None requested | Not applicable |

| General Assembly | | Documents | | |
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| Agenda item | Resolution | Reviewed by the Fifth Committee | Submitted pursuant to resolution | Resolution provisions implemented (yes/no/comments) |
| | 71/260: Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly: investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him (A/C.5/71/14) | None requested | Not applicable |
| | 71/256: New Urban Agenda | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly: New Urban Agenda (A/C.5/71/15) | None requested | Not applicable |
| | 71/257: Oceans and the law of the sea | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly: oceans and the law of the sea (A/C.5/71/16) | None requested | Not applicable |
| | 71/280: Modalities for the intergovernmental negotiations of the global compact for safe, orderly and regular migration | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly: modalities for the intergovernmental negotiations of the global compact for safe, orderly and regular migration (A/C.5/71/19) | None requested | Not applicable |
| | 71/291: Strengthening the capability of the United Nations system to assist Member States in implementing the United | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly: strengthening the capability of the | None requested | Not applicable |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | Nations Global Counter-Terrorism Strategy | United Nations system to assist Member States in implementing the United Nations Global Counter-Terrorism Strategy (A/C.5/71/22) | | |
| *Seventy-second session (main part)* | | | | |
| 133. Financial reports and audited financial statements, and reports of the Board of Auditors | 72/8: Financial reports and audited financial statements, and reports of the Board of Auditors | Financial report and audited financial statements for the year ended 31 December 2016 and report of the Board of Auditors on the United Nations (A/72/5 (Vol. I) and A/72/5 (Vol. I)/Corr.1), ITC (A/72/5 (Vol. III)), UNU (A/72/5 (Vol. IV)), the capital master plan (A/72/5 (Vol. V)), (A/72/5/Add.1), the United Nations Capital Development Fund (A/72/5/Add.2), UNICEF (A/72/5/Add.3), UNRWA (A/72/5/Add.4), UNITAR (A/72/5/Add.5), the voluntary funds administered by UNHCR (A/72/5/Add.6), the Fund of UNEP (A/72/5/Add.7), UNFPA (A/72/5/Add.8), UN-Habitat (A/72/5/Add.9), UNODC (A/72/5/Add.10), UNOPS (A/72/5/Add.11), UN-Women (A/72/5/Add.12), the International Criminal Tribunal for the Prosecution of Persons Responsible for Genocide and Other Serious Violations of International Humanitarian Law Committed in the Territory of | To be submitted following the issuance of A/73/5 (Vol. I) | Not applicable |

| General Assembly | | Documents | | |
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| Agenda item | Resolution | Reviewed by the Fifth Committee | Submitted pursuant to resolution | Resolution provisions implemented (yes/no/comments) |
| | | Rwanda and Rwandan Citizens Responsible for Genocide and Other Such Violations Committed in the Territory of Neighbouring States between 1 January and 31 December 1994 (A/72/5/Add.13), the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committed in the Territory of the Former Yugoslavia since 1991 (A/72/5/Add.14), the International Residual Mechanism for Criminal Tribunals (A/72/5/Add.15), and the United Nations Joint Staff Pension Fund (A/72/5/Add.16); note by the Secretary-General transmitting the concise summary of the principal findings and conclusions contained in the reports of the Board of Auditors for the annual financial period 2016 (A/72/176 and A/72/176/Corr.1); reports of the Secretary-General on the implementation of the recommendations of the Board of Auditors contained in its reports for the year ended 31 December 2016 on the capital master plan and on the United Nations funds and programmes (A/72/355 and A/72/355/Add.1) | | |

| *General Assembly* | | *Documents* | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| 134. Review of the efficiency of the administrative and financial functioning of the United Nations | 72/266: Shifting the management paradigm in the United Nations | Report of the Secretary-General on shifting the management paradigm in the United Nations (A/72/492 and A/72/492/Add.1) | Forthcoming | Not applicable |
| 135. Programme budget for the biennium 2016–2017 | 72/253 A and B: Programme budget for the biennium 2016–2017 | Second performance report of the Secretary-General on the programme budget for the biennium 2016–2017 (A/72/606) | None requested | Not applicable |
| 136. Proposed programme budget for the biennium 2018–2019 | 72/261: Questions relating to the proposed programme budget for the biennium 2018–2019 | Reports of the Secretary-General: A/72/6 (Introduction), A/72/6 (Introduction)/Corr.1, A/72/6 (Sect. 1), A/72/6 (Sect. 2), A/72/6 (Sect. 3), A/72/6 (Sect. 4), A/72/6 (Sect. 4)/Corr.1, A/72/6 (Sect. 5), A/72/6 (Sect. 5)/Corr.1, A/72/6 (Sect. 6), A/72/6 (Sect. 7), A/72/6 (Sect. 7)/Corr.1, A/72/6 (Sect. 8), A/72/6 (Sect. 8)/Corr.1, A/72/6 (Sect. 9), A/72/6 (Sect. 10), A/72/6 (Sect. 11), A/72/6 (Sect. 12), A/72/6 (Sect. 12)/Corr.1, A/72/6 (Sect. 14), A/72/6 (Sect. 15), A/72/6 (Sect. 16), A/72/6 (Sect. 17), A/72/6 (Sect. 18), A/72/6 (Sect. 19), A/72/6 (Sect. 20), A/72/6 (Sect. 21), A/72/6 (Sect. 22), A/72/6 (Sect. 23), A/72/6 (Sect. 24), A/72/6 (Sect. 24)/Corr.1, A/72/6 (Sect. 25), A/72/6 (Sect. 26), A/72/6 (Sect. 26)/Corr.1, A/72/6 (Sect. 27), A/72/6 (Sect. 28), A/72/6 (Sect. 29), A/72/6 (Sect. 29A), A/72/6 (Sect. 29B), A/72/6 (Sect. 29C), A/72/6 (Sect. 29C)/Corr.1, A/72/6 | To be provided in the first and second performance reports for 2018–2019, to be submitted to the Assembly at the main part of its seventy-third and seventy-fourth sessions, respectively | Not applicable |

| General Assembly | | Documents | | |
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| Agenda item | Resolution | Reviewed by the Fifth Committee | Submitted pursuant to resolution | Resolution provisions implemented (yes/no/comments) |
| | | (Sect. 29C)/Corr.2, A/72/6 (Sect. 29D), A/72/6 (Sect. 29E), A/72/6 (Sect. 29F), A/72/6 (Sect. 29G), A/72/6 (Sect. 29H), A/72/6 (Sect. 30), A/72/6 (Sect. 31), A/72/6 (Sect. 32), A/72/6 (Sect. 33), A/72/6 (Sect. 33)/Corr.1, A/72/6 (Sect. 34), A/72/6 (Sect. 35), A/72/6 (Sect. 36), A/72/6 (Income sect. 1), A/72/6 (Income sect. 2), A/72/6 (Income sect. 3); first report on the proposed programme budget for the biennium 2018–2019 of the Advisory Committee on Administrative and Budgetary Questions (A/72/7 and A/72/7/Corr.1); report of the Committee for Programme and Coordination on the work of its fifty-seventh session (A/72/16, chap. II., sect. A); report of the Secretary-General on the consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2018–2019 (A/72/84, A/72/84/Corr.1, A/72/84/Corr.2 and A/72/84/Add.1); report of the Secretary-General on the implementation of projects financed from the Development Account: tenth progress report (A/72/92 and A/72/92/Corr.1); report of the Independent Audit | | |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | | Advisory Committee on internal oversight: proposed programme budget for the biennium 2018–2019 (A/72/85); notes by the Secretary-General transmitting the report of the Joint Inspection Unit entitled "Safety and security in the United Nations system" (A/72/118) and his comments and those of CEB thereon (A/72/118/Add.1) | | |
| | 72/262 A: Special subjects relating to the proposed programme budget for the biennium 2018–2019 | | | |
| | Sect. I: International Public Sector Accounting Standards | Tenth and final progress report of the Secretary-General on the adoption of the International Public Sector Accounting Standards by the United Nations (A/72/213) | A/72/213 | Yes |
| | Sect. II: Conditions of service and compensation for officials, other than Secretariat officials, serving the Assembly: full-time members of the International Civil Service Commission and the Chair of the Advisory Committee on Administrative and Budgetary Questions | Report of the Secretary-General on conditions of service and compensation for officials, other than Secretariat officials, serving the Assembly: full-time members of ICSC and the Chair of the Advisory Committee on Administrative and Budgetary Questions (A/72/366) | To be submitted to the Assembly at its seventy-sixth session | Not applicable |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | Sect. III: Strategic capital review | Report of the Secretary-General on the strategic capital review (A/72/393) | To be submitted to the Assembly at the main part of its seventy-fourth session | Not applicable |
| | Sect. IV: Revised estimates relating to the Office of Counter-Terrorism under section 3, Political affairs, section 29D, Office of Central Support Services, and section 36, Staff assessment | Report of the Secretary-General on revised estimates relating to the Office of Counter-Terrorism under section 3, Political affairs, section 29D, Office of Central Support Services, and section 36, Staff assessment (A/72/117) | None requested | Not applicable |
| | Sect. V: Proposal for the renovation of the North Building at the Economic Commission for Latin America and the Caribbean in Santiago | Report of the Secretary-General on the proposal for the renovation of the North Building at ECLAC in Santiago (A/72/367) | To be submitted to the Assembly at the main part of its seventy-third session | Not applicable |
| | Sect. VI: Financial implications relating to the administration of justice at the United Nations | Report of the Secretary-General on the administration of justice at the United Nations (A/72/204) | None requested | Not applicable |
| | Sect. VII: Administrative and financial implications of the decisions and recommendations contained in the report of the International Civil Service Commission for the year 2017 | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly on administrative and financial implications of the decisions and recommendations contained in the report of ICSC for the year 2017 (A/C.5/72/3 and A/C.5/72/3/Corr.1) | None requested | Not applicable |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | Sect. VIII: Request for a subvention to the Residual Special Court for Sierra Leone | Report of the Secretary-General on the report on the use of the commitment authority and request for a subvention to the Residual Special Court for Sierra Leone (A/72/384) | To be submitted to the Assembly at its seventy-third session | Not applicable |
| | Sect. IX: Subvention to the International Component of the Extraordinary Chambers in the Courts of Cambodia | Report of the Secretary-General on the request for a subvention to the Extraordinary Chambers in the Courts of Cambodia (A/72/341) | To be submitted to the Assembly at its seventy-third session | Not applicable |
| | Sect. X: Revised estimates relating to the Office of the Victims' Rights Advocate under section 1, Overall policymaking, direction and coordination, section 29D, Office of Central Support Services, and section 36, Staff assessment | Report of the Secretary-General on revised estimates relating to the Office of the Victims' Rights Advocate under section 1, Overall policymaking, direction and coordination, section 29D, Office of Central Support Services, and section 36, Staff assessment (A/72/373) | To be submitted to the Assembly at its seventy-third session | Not applicable |
| | Sect. XI: Progress on the implementation of a flexible workplace at United Nations Headquarters | Progress report of the Secretary-General on the implementation of a flexible workplace at United Nations Headquarters (A/72/379) | To be submitted to the Assembly at the main part of its seventy-third session | Not applicable |
| | Sect. XII: Progress in the construction of new office facilities at the Economic Commission for Africa in Addis Ababa, and update on the | Report of the Secretary-General on progress in the construction of new office facilities at ECA in Addis Ababa, and update on the | To be submitted to the Assembly at the main part of its seventy-third session | Not applicable |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | renovation of conference facilities, including Africa Hall | renovation of conference facilities, including Africa Hall (A/72/374) | | |
| | Sect. XIII: Seismic mitigation retrofit and life-cycle replacements project at the Economic and Social Commission for Asia and the Pacific premises in Bangkok | Report of the Secretary-General seismic mitigation retrofit and life-cycle replacements project at ESCAP premises in Bangkok (A/72/338 and A/72/338/Corr.1) | To be submitted to the Assembly at the main part of its seventy-third session | Not applicable |
| | Sect. XIV: Proposal for the replacement of office blocks A–J at the United Nations Office at Nairobi | Report of the Secretary-General on the proposal for the replacement of office blocks A–J at the United Nations Office at Nairobi (A/72/375) | To be submitted to the Assembly at the main part of its seventy-third session | Not applicable |
| | Sect. XVI: Strategic heritage plan of the United Nations Office at Geneva | Fourth annual progress report of the Secretary-General on the strategic heritage plan of the United Nations Office at Geneva (A/72/521) | To be submitted to the Assembly at the main part of its seventy-third session | Not applicable |
| | Sect. XVII: Revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council during its 2017 session | Report of the Secretary-General on revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council during its 2017 session (28 July 2016–27 July 2017) (A/72/398) | None requested | Not applicable |
| | Sect. XVIII: International Trade Centre | Proposed programme budget for the biennium 2018–2019 of the International Trade Centre (A/72/6 (Sect. 13) and A/72/6 (Sect. 13)/Corr.1) | None requested | Not applicable |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | Sect. XIX: Revised estimates resulting from resolutions and decisions adopted by the Human Rights Council at its thirty-fourth, thirty-fifth and thirty-sixth sessions and twenty-sixth special session | Reports of the Secretary-General on revised estimates resulting from resolutions and decisions adopted by the Human Rights Council at its thirty-fourth, thirty-fifth and thirty-sixth sessions and twenty-sixth and twenty-seventh special sessions (A/72/602 and A/72/602/Add.1) | None requested | Not applicable |
| | Sect. XX: Request for a subvention to the United Nations Institute for Disarmament Research resulting from the recommendations of the Board of Trustees of the Institute on the work programme of the Institute for 2018–2019 | Note by the Secretary-General on the request for a subvention to UNIDIR resulting from the recommendations of the Board of Trustees of the Institute on the work programme of the Institute for 2018–2019 (A/72/369) | To be submitted to the Assembly at the main part of its seventy-fourth session | Not applicable |
| | Sect. XXI: Enterprise resource planning project, Umoja | Ninth progress report of the Secretary-General on the enterprise resource planning project (A/72/397) and note by the Secretary-General on the sixth annual progress report of the Board of Auditors on the implementation of the United Nations enterprise resource planning system (A/72/157) | The tenth progress report will be submitted in the fourth quarter of 2018 | The tenth progress report will include updates to the progress of Umoja Extension 2, a request for resources and an update on benefit realization and training. The report will also include follow-up responses relevant to the annual progress report of the Board of Auditors on the implementation of the United Nations enterprise resource planning system |

| General Assembly | | Documents | | |
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| Agenda item | Resolution | Reviewed by the Fifth Committee | Submitted pursuant to resolution | Resolution provisions implemented (yes/no/comments) |
| | Sect. XXII: Estimates in respect of special political missions, good offices and other political initiatives authorized by the Assembly and/or the Security Council | Reports of the Secretary-General on: estimates in respect of special political missions, good offices and other political initiatives authorized by the Assembly and/or the Security Council (A/72/371 and A/72/371/Add.1, A/72/371/Add.2, A/72/371/Add.3, A/72/371/Add.4, A/72/371/Add.5, A/72/371/Add.6, A/72/371/Add.7 and A/72/371/Add.8); on the review of arrangements for funding and backstopping special political missions (A/66/340); and on proposed regional restructuring of OHCHR: increasing efficiency and effectiveness in the implementation of Assembly resolution 48/141 (A/71/218 and A/71/218/Corr.1) | To be submitted to the Assembly at the main part of its seventy-third session | Not applicable |
| | Sect. XXIII: Limited budgetary discretion | Report of the Secretary-General on limited budgetary discretion (A/72/497) | To be reported in the first and second performance reports, to be submitted to the Assembly at the main part of its seventy-third and seventy-fourth sessions, respectively | Not applicable |
| | Sect. XXVII: Effects of changes in rates of exchange and inflation | Report of the Secretary-General on revised estimates: effect of changes in rates of exchange and inflation (A/72/646) | None requested | Not applicable |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | 72/264: Unforeseen and extraordinary expenses for the biennium 2018–2019 | | To be reported in the first and second performance reports, to be submitted to the Assembly at the main part of its seventy-third and seventy-fourth sessions, respectively | Not applicable |
| 137. Programme planning | 72/9: Programme planning | Report of the Committee for Programme and Coordination on its fifty-seventh session (A/72/16); report of OIOS on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives (A/72/72); and report of the Secretary-General on the proposed revisions to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (article VII and annex) (A/72/73/Rev.1) | None requested | Not applicable; it is noted that the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation should be updated to reflect changes made by the Committee for Programme and Coordination and the General Assembly |
| 139. Pattern of conferences | 72/19: Pattern of conferences | Report of the Committee on Conferences for 2017 (A/72/32) and report of the Secretary-General on the pattern of conferences (A/72/116) | To be submitted to the Assembly at the main part of its seventy-third session | Information is to be provided in the forthcoming report |
| 140. Scale of assessments for the apportionment of the expenses of the United Nations | 72/2: Scale of assessments for the apportionment of the expenses of the United Nations: requests under Article 19 of the Charter | Report of the Committee on Contributions on its seventy-seventh session (A/72/11) and report of the Secretary-General on multi-year payment plans (A/72/71) | None requested | Yes |

| *General Assembly* | | *Documents* | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| 141. Human resources management | 72/254: Human resources management | Reports of the Secretary-General on: the composition of the Secretariat: staff demographics (A/72/123); amendments to the Staff Regulations and Rules (A/72/129/Rev.1); and the practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour, 1 July 2016 to 30 June 2017 (A/72/209); and notes by the Secretary-General transmitting the report of the Joint Inspection Unit entitled "Knowledge management in the United Nations system" (A/72/325) and his comments and those of CEB thereon (A/72/325/Add.1) | Forthcoming | Not applicable |
| 143. United Nations common system | 72/255: United Nations common system | Report of ICSC for the year 2017 (A/72/30, A/72/30/Corr.1 and A/72/30/Corr.2) and statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly on the administrative and financial implications of the decisions and recommendations contained in the report of ICSC (A/C.5/72/3 and A/C.5/72/3/Corr.1) | None requested | Not applicable |
| 145. Report on the activities of the Office of Internal Oversight Services | 72/18: Report on the activities of the Office of Internal Oversight Services | Report of the Independent Audit Advisory Committee on its activities for the period from 1 August 2016 to 31 July 2017 (A/72/295); report of OIOS on its | None requested | In progress; the next annual report, covering July 2017 to June 2018, will be issued in August 2018 |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | | activities for the period from 1 July 2016 to 30 June 2017 (A/72/330 (Part I) and A/72/330 (Part I)/Add.1); notes by the Secretary-General transmitting the report of the Joint Inspection Unit entitled "State of the internal audit function in the United Nations system" (A/72/120) and his comments and those of CEB thereon (A/72/120/Add.1); and notes by the Secretary-General transmitting the report of the Joint Inspection Unit entitled "Donor-led assessments of the United Nations system organizations" (A/72/298) and his comments and those of CEB thereon (A/72/298/Add.1) | | |
| 146. Administration of justice at the United Nations | 72/256: Administration of justice at the United Nations | Reports of the Secretary-General on the activities of the Office of the United Nations Ombudsman and Mediation Services (A/72/138) and on the administration of justice at the United Nations (A/72/204); report of the Internal Justice Council on the administration of justice at the United Nations (A/72/210); and letter dated 26 October 2017 from the President of the Assembly to the Chair of the Fifth Committee (A/C.5/72/10) | To be submitted to the Assembly at its seventy-third session | All relevant provisions are expected to be addressed in the forthcoming report on administration of justice, except those related to the informal part of the system |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| 147. Financing of the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committed in the Territory of the Former Yugoslavia since 1991 | 72/257: Financing of the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committed in the Territory of the Former Yugoslavia since 1991 | Second performance report of the Secretary-General on the budget of the International Tribunal for the Former Yugoslavia for the biennium 2016–2017 (A/72/603) and financial report and audited financial statements for the year ended 31 December 2016 and report of the Board of Auditors on the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committed in the Territory of the Former Yugoslavia since 1991 (A/72/5/Add.14) | None requested | Not applicable |
| 148. Financing of the International Residual Mechanism for Criminal Tribunals | 72/258: Financing of the International Residual Mechanism for Criminal Tribunals | Report of the Secretary-General on the budget for the International Residual Mechanism for Criminal Tribunals for the biennium 2018–2019 (A/72/396 and A/72/396/Corr.1), second performance report of the Secretary-General on the budget of the International Residual Mechanism for Criminal Tribunals for the biennium 2016–2017 (A/72/604); financial report and audited financial statements for the year ended 31 December 2016 and report of the Board of Auditors on the International Criminal Tribunal for the Prosecution of Persons responsible for Genocide and Other Serious Violations of International Humanitarian Law | None requested | Not applicable |

| *General Assembly* | | *Documents* | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | | Committed in the Territory of Rwanda and Rwandan Citizens Responsible for Genocide and Other Such Violations Committed in the Territory of Neighbouring States between 1 January and 31 December 1994 (A/72/5/Add.13) and on the International Residual Mechanism for Criminal Tribunals (A/72/5/Add.15); and report of the Secretary-General on the revised estimates for the International Residual Mechanism for Criminal Tribunals: effect of changes in rates of exchange and inflation (A/72/641) | | |
| 163. Financing of the African Union-United Nations Hybrid Operation in Darfur | 72/259: Financing of the African Union-United Nations Hybrid Operation in Darfur | Reports of the Secretary-General on the budget performance of UNAMID for the period from 1 July 2016 to 30 June 2017 (A/72/687) and on the revised budget for UNAMID for the period from 1 July 2017 to 30 June 2018 (A/72/563) | Forthcoming | Yes |
| 165. Financing of the United Nations Mission for Justice Support in Haiti | 72/260: Financing of the United Nations Mission for Justice Support in Haiti | Report of the Secretary-General on the budget for MINUJUSTH for the period from 16 October 2017 to 30 June 2018 (A/72/560) | Forthcoming | Yes |
| *Implications for the programme budget for the biennium 2018–2019 of draft resolutions introduced at the seventy-second session* | | | | |
| 136. Proposed programme budget for the biennium 2018–2019 | 72/250: Further practical measures for the | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly on | None requested | Not applicable |

| *General Assembly* | | *Documents* | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | prevention of an arms race in outer space | further practical measures for the prevention of an arms race in outer space (A/C.5/72/11) and related report of the Advisory Committee on Administrative and Budgetary Questions (A/72/7/Add.38) | | |
| | 72/251: Follow-up to the 2013 high-level meeting of the Assembly on nuclear disarmament | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly on follow-up to the 2013 high-level meeting of the Assembly on nuclear disarmament (A/C.5/72/12) and related report of the Advisory Committee on Administrative and Budgetary Questions (A/72/7/Add.37) | None requested | Not applicable |
| | 72/248: Situation of human rights in Myanmar | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly on the situation of human rights in Myanmar (A/C.5/72/13) and related report of the Advisory Committee on Administrative and Budgetary Questions (A/72/7/Add.33) | None requested | Not applicable |
| | 72/247: Twentieth anniversary and promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly on the twentieth anniversary and promotion of the Declaration on the Right and Responsibility of | None requested | Not applicable |

| General Assembly | | Documents | | |
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| Agenda item | Resolution | Reviewed by the Fifth Committee | Submitted pursuant to resolution | Resolution provisions implemented (yes/no/comments) |
| | Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms | Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms (A/C.5/72/14) and related report of the Advisory Committee on Administrative and Budgetary Questions (A/72/7/Add.41) | | |
| | 72/246: Effects of terrorism on the enjoyment of human rights | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly on the effects of terrorism on the enjoyment of human rights (A/C.5/72/15) and related report of the Advisory Committee on Administrative and Budgetary Questions (A/72/7/Add.40) | None requested | Not applicable |
| | 72/245: Rights of the child | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly on the rights of the child (A/C.5/72/16) and related report of the Advisory Committee on Administrative and Budgetary Questions (A/72/7/Add.39) | None requested | Not applicable |
| | 72/244: Modalities for the Intergovernmental Conference to Adopt the Global Compact for Safe, Orderly and Regular Migration | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly on modalities for the Intergovernmental Conference to adopt the Global Compact for Safe, Orderly and Regular | None requested | Not applicable |

| General Assembly | | Documents | | |
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| *Agenda item* | *Resolution* | *Reviewed by the Fifth Committee* | *Submitted pursuant to resolution* | *Resolution provisions implemented (yes/no/comments)* |
| | | Migration (A/C.5/72/17) and related report of the Advisory Committee on Administrative and Budgetary Questions (A/72/7/Add.34 and A/72/7/Add.34/Corr.1) | | |
| | 72/249: International legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly on the international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction (A/C.5/72/18) and related report of the Advisory Committee on Administrative and Budgetary Questions (A/72/7/Add.42) | None requested | Not applicable |
| | 72/252: Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him | Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the Assembly on the investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him (A/C.5/72/19) and related report of the Advisory Committee on Administrative and Budgetary Questions (A/72/7/Add.32) | None requested | Not applicable |

(Footnotes on following page)

(Footnotes to annex table)

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*Note*: Only those resolutions of the General Assembly that emanated from the deliberations of the Assembly during the period from 1 January 2016 to 31 December 2017 are included in the present annex.

*Abbreviations*: CEB, United Nations System Chief Executives Board for Coordination; ECA, Economic Commission for Africa; ECLAC, Economic Commission for Latin America and the Caribbean; ESCAP, Economic and Social Commission for Asia and the Pacific; ICSC, International Civil Service Commission; ICT, information and communications technology; ITC, International Trade Centre; MINUJUSTH, United Nations Mission for Justice Support in Haiti; MINURCAT, United Nations Mission in the Central African Republic and Chad; MINURSO, United Nations Mission for the Referendum in Western Sahara; MINUSCA, United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic; MINUSMA, United Nations Multidimensional Integrated Stabilization Mission in Mali; MINUSTAH, United Nations Stabilization Mission in Haiti; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; UNFICYP, United Nations Peacekeeping Force in Cyprus; OHCHR, Office of the United Nations High Commissioner for Human Rights; OIOS, Office of Internal Oversight Services; UNAMID, African Union-United Nations Hybrid Operation in Darfur; UNDOF, United Nations Disengagement Observer Force; UNDP, United Nations Development Programme; UNEP, United Nations Environment Programme; UNFPA, United Nations Population Fund; UN-Habitat, United Nations Human Settlements Programme; UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNIDIR, United Nations Institute for Disarmament Research; UNIFIL, United Nations Interim Force in Lebanon; UNISFA, United Nations Interim Security Force for Abyei; UNITAR, United Nations Institute for Training and Research; UNLB, United Nations Logistics Base at Brindisi, Italy; UNMIK, United Nations Interim Administration Mission in Kosovo; UNMIL, United Nations Mission in Liberia; UNMISS, United Nations Mission in South Sudan; UNMIT, United Nations Integrated Mission in Timor-Leste; UNOCI, United Nations Operation in Côte d'Ivoire; UNODC, United Nations Office on Drugs and Crime; UNOPS, United Nations Office for Project Services; UNRWA, United Nations Relief and Works Agency for Palestine Refugees in the Near East; UNSMIS, United Nations Supervision Mission in the Syrian Arab Republic; UNSOA, United Nations Support Office for the African Union Mission in Somalia; UNSOM, United Nations Assistance Mission in Somalia; UNSOS, United Nations Support Office in Somalia; UNU, United Nations University; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women.